

**ORGANIZATION CULTURE AND EMPLOYEE PERFORMANCE IN THE PUBLIC
SERVICE IN KENYA: A CASE STUDY OF THE STATE DEPARTMENT FOR
BASIC EDUCATION**

CHOCHU M. RACHEL

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT
AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE AWARD DEGREE OF MASTERS OF BUSINESS ADMINISTRATION OF THE
MANAGEMENT UNIVERSITY OF AFRICA**

NOVEMBER, 2024

DECLARATION

This project is my original work and has not been presented for a degree in any other University

Signature

Date

Chochu M. Rachel

MBA /29/00257/2/23

This project has been submitted for examination with my approval as University Supervisor

Signature

Date

Amos Agui

The Management University of Africa

DEDICATION

This project is devoted to my late mother Millicent Chochu and father Henry Chochu for his love of education and knowledge.

ACKNOWLEDGMENT

I'm grateful to the All-Powerful God for providing me with the courage to enrol for the Master's in Business Administration programme of Management University of Africa and for giving me the strength and stamina to go through the rigours of such a challenging endeavour.

Special thanks to my supervisor; Mr. Amos Agui for guiding me through the process of writing this project in a manner that has made the load light on my shoulders.

Last but not least, I wish to appreciate my family not only for encouraging me to enrol for the Masters in Business Administration program, but for their understanding and support during the whole programme. Had it not been for their support, it would not have been possible for me to spend time and other resources that the course required.

ABSTRACT

This study addressed the underexplored impact of organizational culture on employee performance within Kenya's State Department for Basic Education. Unlike the private sector, public service lacks empirical insights on how different cultural models—clan, adhocracy, market, and hierarchy—affect performance and satisfaction. The main aim of this investigation was to examine the effect of organizational culture on employee performance in the public service in Kenya, with a case study of the State Department for Basic Education. The specific objectives were to examine the effects of clan culture, adhocracy culture, market culture and hierarchy culture on employee performance. The study was based on Dynamic Capability Theory, Hofstede's Cultural Dimensions Theory as the anchor theory and Schein's Theory of Organizational Culture. The research design for the study was a case study. The target population for this study consisted of 709 employees who worked at the State Department for Basic Education in Nairobi. The study's sample size was determined using Yamane's formula. The study used a questionnaire to collect primary data. The investigation employed statistical data analysis, and the data was analysed using Statistical Packages for Social Scientists (SPSS) version 28. The study revealed that organizational culture significantly impacted employee performance in Kenya's public service. Clan culture fostered cooperation, mentorship, and community, improving teamwork and performance. Adhocracy culture promoted creativity, flexibility, and problem-solving, while market culture emphasized competitiveness and customer satisfaction. Hierarchy culture promoted stability but required improvement in accountability. A good organizational culture balanced flexibility, structure, creativity, and collaboration, leading to increased productivity and commitment in public service like the State Department of Basic Education. The study recommended that the public service should focus on improving employee performance by expanding employee participation in decision-making and strengthening mentorship programs. The study recommended fostering group identity and collaboration in public service through shared norms and values, encouraging risk-taking, and funding innovative solutions for flexibility. Market culture should emphasize continuous training, performance recognition, and target-setting, while hierarchy culture needs strengthening for clear decision-making. Tough accountability, defined roles, and command structures were advised for underperforming areas. Insights showed the long-term benefits of corporate culture on job satisfaction and employee performance, urging policymakers to support mentoring, creativity, and cooperation. Practitioners were encouraged to improve culture by fostering collaboration, setting performance targets, and recognizing achievements. Further research should assess varied cultural impacts on performance.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
ACRONYMS AND ABBREVIATIONS	xi
OPERATIONAL DEFINITION OF TERMS	xii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	10
1.3 Objectives of the Study	11
1.4 Research Questions.....	12
1.5 Significance of the Study	12
1.6 Scope of the Study	13
1.7 Chapter Summary	13
CHAPTER TWO	14
LITERATURE REVIEW	14
2.0 Introduction	14
2.1 Theoretical Literature Review	14
2.2 Empirical Literature Review	17
2.3 Summary of Knowledge Gaps	30
2.4 Conceptual Framework.....	38

2.5 Operationalization of Variables.....	40
2.6 Chapter Summary	41
CHAPTER THREE	42
RESEARCH DESIGN AND METHODOLOGY	42
3.0 Introduction	42
3.1 Research Design	42
3.2 Target Population	42
3.3 Sample and Sampling Technique	43
3.4 Instruments	44
3.5 Pilot Study	44
3.6 Data Collection Procedure	45
3.7 Data Analysis and Presentation	45
3.8 Ethical Considerations	46
3.9 Chapter Summary	47
CHAPTER FOUR.....	48
RESEARCH FINDINGS AND DISCUSSION.....	48
4.0 Introduction	48
4.1 Presentation of Research Findings.....	48
4.2 Limitations of the Study.....	62
4.3 Chapter Summary	62
CHAPTER FIVE.....	63
SUMMARY, CONCLUSIONS AND RECOMMENDATION	63
5.0 Introduction	63
5.1 Summary of Findings.....	63
5.2 Conclusion.....	64
5.3 Recommendations.....	65
5.4 Suggestions for Further Research.....	67

REFERENCES..... 68

APPENDICES..... 73

APPENDIX I: INTRODUCTION LETTER

APPENDIX II: QUESTIONNAIRE

APPENDIX III: INFORMED CONSENT FORM

APPENDIX IV: DATA COLLECTION LETTER

APPENDIX V: RESEARCH LICENSE NACOSTI

LIST OF TABLES

Table 1: Summary of Knowledge Gaps	30
Table 2: Operationalization of Variables	40
Table 3: Target Population	42
Table 4: Sample	43
Table 5: Response Rate	48
Table 6: Reliability Test	48
Table 7: Highest Level of Education.....	50
Table 8: Position Held in the Organization	51
Table 9: Clan culture	53
Table 10: Adhocracy culture.....	54
Table 11: Market culture	55
Table 12: Hierarchy culture	56
Table 13: Employee Performance in Public service	57
Table 14: Correlation	58
Table 15: Model summary.....	60
Table 16: ANOVA	60
Table 17: Regression Coefficients for the Overall Moderated Model.....	61

LIST OF FIGURES

Figure 1: Conceptual Framework	39
Figure 2: Gender	49
Figure 3: Age Bracket	50
Figure 4: Experience Level	51
Figure 5: Understanding Organizational Culture	52

ACRONYMS AND ABBREVIATIONS

CBC	:	Competency-Based Curriculum
CC	:	Clan Culture
GCB	:	Ghana Commercial Bank
KPIs	:	Key Performance indicators
NGOs	:	Non-governmental organizations
SDGs	:	Sustainable Development Goals
STD	:	Standard Deviation
SEM	:	Structural equation modelling
SPSS	:	Statistical Package for the Social Sciences
UN	:	United Nations

OPERATIONAL DEFINITION OF TERMS

- Adhocracy Culture:** A vibrant, cutting-edge workplace that values risk-taking, adaptability, and originality. Workers are encouraged to explore new ideas and think creatively.
- Clan Culture:** A work environment that emphasizes collaboration, teamwork, and a family-like atmosphere. Employees are encouraged to be supportive and work together, with a focus on shared values and goals.
- Employee Performance:** The effectiveness with which an employee fulfils their obligations and tasks at work. It is frequently assessed based on quality, efficiency, and productivity of their work.
- Hierarchy Culture:** A structured and formal work environment that prioritizes stability, order, and clear procedures. Employees follow well-defined roles, responsibilities, and protocols to ensure efficiency and consistency.
- Market Culture:** A results-oriented work environment that emphasizes competition, achieving targets, and meeting customer demands. Success is measured by market share, productivity, and profitability.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter summarises the background information of the study, objectives, research questions, significance, scope and it concludes with a chapter summary.

1.1 Background of the Study

The unwritten practices, attitudes, and behaviours that establish the "rules of the game" for authority, structure, and decision-making make up organisation's culture (Syamsiana, Prasetya, & Nurtjahjono, 2024). Organizational culture is built on the shared history, traditions, and contemporary leadership principles of an enterprise. It fundamentally shapes how business is conducted and dictates survival strategies that foster integration and individual success (Alexandrescu, 2018). When a company has a robust corporate culture, employees act in ways they believe are correct and anticipate being rewarded for their actions. However, strong cultures can also foster exclusive clubs, hidden groups, and castes if the leadership lacks integrity or discourages diversity. Organizational culture can be viewed as a set of distinctive traits unique to a particular organization (Wahyuningsih, Suprayitno & Palupi, 2024). Many modern perspectives on organizational culture emphasize innovation, entrepreneurship, and creativity. An organization's culture is described as its "system of concepts and ideas, customs, traditions, procedures, and habits for operating within a specific macro-culture" (Alexandrescu, 2018). A system of standards, principles, and beliefs make up an administration's culture. According to Atfraw, (2019), organizational culture is the implicit, unseen, inherent, and informal knowledge about the organization that influences and is influenced by human behaviour.

Employee performance is a key factor in a company's success and sustainability, and it may be enhanced to produce total corporate performance (Islami & Yanti, 2024). Because the organization's employees are essential to its profitability, competitive advantage, positive public perception, and overall success, it is important to foster and grow their skills and motivation. Workers should be given the tools they need to develop personally as this will enhance the way they work and help them become more professional (Driskill, 2018).

Globally, an investigation of how organizational culture affects the enhancement of medical care quality was carried out by Mannion and Davies (2022). Mannion and Davies (2022) discovered that a robust corporate culture is crucial to the prosperity of medical canthers in the

UK through a qualitative evaluation of these establishments. They recommended implementing lean six sigma and other concepts to promote a positive workplace culture. Establishing the organization's culture and educating staff members about the significance of embracing corporate ethics and values were emphasized as crucial first steps. This research demonstrated how a strong organizational culture fosters efficiency, consistency, and a dedication to quality across a range of healthcare settings, therefore dramatically improving employee performance not just in the UK but also internationally.

Kausar (2014) investigates how employee motivation in Pakistan's education industry is affected by a culture of quality. Employee motivation is considerably increased by a positive quality culture, according to research done in a number of educational institutions. Important conclusions showed that when educational institutions place a strong priority on fostering a quality culture, staff members feel more driven and valued, that improves productivity and work happiness. The results of the investigation indicate that developing a strong quality culture is crucial for inspiring staff members and accomplishing organizational objectives in the education sector. These findings showed that in order to raise worker engagement and productivity, management should focus on creating and preserving a high-quality culture.

Uddin, Luva and Hossian (2013) looked at how employee productivity and performance were affected by organizational culture in Bangladesh's telecom industry. The study showed that a favourable company culture greatly improves worker productivity and performance. The study underscored the significance of conducive work settings, proficient communication, and robust leadership in establishing a fruitful company culture. The authors came to the conclusion that in order to boost productivity and provide better commercial results, organizations should concentrate on developing these cultural components.

Sangadji and Sopiah (2013) investigate how organizational culture influences job satisfaction and performance among academics at Muhammadiyah University in East Java. Their findings show a substantial positive association, demonstrating that a supportive corporate culture improves work satisfaction and performance among academic personnel. Srikaningsih and Setyadi (2015) explored how competence, motivation, and organizational culture influenced commitment and performance among state university instructors in East Kalimantan, Indonesia. The investigation found that these three criteria have a considerable effect on both administrative commitment and performance, emphasizing the necessity of developing these characteristics in educational institutions.

Fanggidae, Suryana, and Efendi (2016) investigated how incorporating spirituality into the workplace affects organizational commitment and job satisfaction among academics at private

institutions in Kupang, Indonesia. They discovered that a favourable company culture stressing spirituality improves both work satisfaction and organizational loyalty among academic employees. Koesmono (2014) also studies how organizational culture, servant leadership, and work satisfaction affect organizational commitment and job performance among East Surabaya academics. The investigation found that a supportive workplace culture boosts staff commitment and contentment at work, which enhances job performance, as mediated by work motivation.

Kenedi, Satriawan and Khaddafi (2022) looked on how company culture influences performance among workers. The study, which was carried out in Indonesia, concluded that having a good and well-defined company culture improves employee performance significantly. It highlighted the importance of shared beliefs, norms, and practices in creating a productive workplace environment. According to the study, individuals who align with the company culture are more motivated, committed, and perform better overall, emphasizing the importance of culture in organizational success.

Regionally, the effect of organizational culture on worker performance in South African lodging facilities was investigated by Koko and Ramarumo (2015). Their research showed that although a bad corporate culture causes high turnover rates, workplace stress, and burnout, a positive culture inspires workers and helps them achieve their goals. This emphasizes how important organizational culture is in determining worker performance and well-being throughout the African continent. It affects not just worker satisfaction but also workplace retention and total productivity. Businesses in Africa may greatly improve employee performance and lower negative consequences like stress and burnout by cultivating a positive and productive company culture. The study underscores how crucial it is to address cultural variables in the varied and dynamic African setting in order to improve employment conditions and achieve corporate success.

Opoku, Hongqin, and Aram (2022) looked into how employee performance at Ghana's GCB Bank was affected by organizational culture. The study examined how several organizational cultural factors affected workers' efficiency and productivity. The authors discovered a strong, encouraging corporate culture and improved worker performance to be significantly positively correlated. They recommended that GCB Bank and comparable organizations make investments in cultural development in order to improve performance results, concluding that fostering a positive workplace culture is crucial for raising employee morale and productivity. The effect of organizational culture on worker performance in a subset of deposit money banks in Enugu State was examined by Nwakoby, Okoye, and Anugwu (2019). Their research

indicates that worker performance is much improved by an administrative culture that is favourable. The authors came to the conclusion that encouraging a friendly and cohesive work atmosphere increases employee productivity and contentment at work. The research emphasizes how important administrative culture is to the banking industry and recommends that management give cultural development top priority in order to boost productivity.

Engdaw (2020) research focused on the influence of excellent public service delivery on customer satisfaction in the Ginbot 20 sub-city of Bahir Dar city administration in Ethiopia. The data showed that efficient and high-quality public service considerably increase consumer satisfaction. The study demonstrated that improvements in service delivery, such as punctuality, accessibility, and responsiveness, are closely related to greater levels of customer satisfaction, underlining the significance of excellent public service as a predictor of citizen satisfaction.

Locally, a thorough investigation on the effect of organizational culture on worker performance in Kenyan microfinance firms was carried out by Owino and Kibera (2015). Their study demonstrates the profound effects that these firms' core principles, convictions, and procedures have on worker morale, output, and general performance. The study shows that a supportive and upbeat business culture promotes better staff engagement, satisfaction, and productivity by looking at several cultural characteristics. Conversely, a negative culture could emerge in low motivation and subpar performance. The findings emphasize the need for management to provide an environment that promotes growth and productivity as well as the crucial part that corporate culture plays in defining the working conditions and worker efficiency in Kenya's microfinance sector.

Mbuva (2022) looks on how organizational culture affects workers' performance in Kenya's Nairobi County health NGOs. The study discovered that strong, supportive corporate cultures greatly improve worker performance. The findings showed that factors like common values, norms, and beliefs within these groups support higher levels of motivation, work satisfaction, and general performance. To improve worker outcomes and structured success, health NGOs must foster a friendly and coherent corporate culture, as the conclusion makes clear. Kamau (2013) looked at the relationship between corporate culture and the effectiveness of service delivery and discovered a strong link. The study showed how strong, positive corporate cultures boost service delivery dramatically, proving that established company values, conventions, and practices improve performance and satisfy customers.

Wambugu (2014) studied at how employee performance at Kenya's Wartsila-Kipevu II Power Plant was affected by organizational culture. The outcomes of the research demonstrated that

staff performance was positively affected by a strong corporate culture. Particularly, qualities like leadership, cooperation, and communication greatly increased output and job satisfaction. The outcomes of the investigation indicated that establishing a strong corporate culture is necessary to raise staff productivity and accomplishing organizational objectives. This emphasizes how crucial cultural components are to fostering performance and achieving company goals.

Chesenge and Njuguna (2022) investigate the connection between knowledge management and organizational culture at the Postal Corporation of Kenya in Nakuru County. Effective knowledge management methods are strongly encouraged by an organizational culture that is collaborative and supportive, as evidenced by the study. It discovers that corporate culture impacts the exchange, retention, and application of information inside the company, resulting in increased productivity and creativity. The research stresses how critical it is to foster an corporate culture that views information as a vital resource for development and success.

1.1.1 Organization Culture

According to Suwandi and Umam (2021), culture is a system of beliefs, customs, and values that are maintained by and within a community. According to Gambo, Kassah, and Rikwentishe (2020), culture encompasses all of a group's embraced values, attitudes, customs, and behaviours. This may also be stated as a collection of significant moral principles and conduct those individuals of a society have absorbed from their peers and environment. According to Mbirira, (2023), it serves as the "normative glue" that binds an organization together. Driskill, (2018) states that organizational culture is defined as the behavioural patterns and norms that unite them, which is in line with Bamidele, (2022).

Gambo et al. (2020), provides an explanation of the four components of corporate culture, which are the work procedures, procedures, leadership style, and the working environment. The four components have been utilized in numerous research on organizational culture to evaluate their effects on worker productivity and the company as a whole.

Given its significant influence on worker output in addition to the business's overall efficiency, company culture is considered a potent instrument for strategy execution. Employee performance and how they fulfil their obligations at work are both influenced by organizational culture. It is said that company culture inspires workers to strive toward the organization's objectives. As elucidated by a robust, positive culture that motivates staff to achieve predetermined goals, increases efficiency, and ultimately elevates employee performance (Gambo et al., 2020).

Top managers and powerful essential personnel must decide what is right to do in order for the organization's culture to flourish. Managers should constantly choose a course of action that strikes a balance between the interests of the organizations of stakeholders and the company. Leaders must employ the ethical fundamental principles ingrained in the organization's culture to guide their decisions. These values specify the appropriate course of action to follow when a decision could be advantageous to one while harming another. According to the utilitarian ethical theory, a decision or course of action should truly result in the contentment of the majority (Bamidele, 2022).

The principles of ethics and the norms and conventions they support are an essential part of an organization's culture because they impact the values that both individual and group members of the firm use to manage circumstances and make decisions (Aristarini, Riyadi, & Halik, 2024). In addition to being liable for the misbehaviour of their subordinates, management is responsible for ensuring that those that are a part of the group abide by the laws or norms of the company.

1.1.2 Clan Culture

Clan culture is a subset of company culture that is defined by a familial atmosphere in which workers are respected for who they are as people and where cooperation, involvement, and consensus are highly prized. In place of traditional management, leaders in this culture serve more as mentors or parents, creating a sense of community and belonging. Members of the team have a high level of trust and loyalty, and decision-making is frequently inclusive. Clan-oriented organizations place a strong value on staff development, engagement, and happiness because they think that a caring and supporting work atmosphere boosts morale and productivity. According to Mafrudoh (2023), this kind of culture is especially good at encouraging long-term employee retention and creating a motivated, cohesive staff.

Clan culture, according to Cameroon and Quinn (2006), is a kind of organizational culture that emphasizes shared beliefs, mutual aid, and similar aims. A great degree of flexibility and internal concentration are characteristics of this kind of culture. By fostering a feeling of community and a welcoming work environment, it aims to strengthen the relationships among the workforce. In this type of culture, administrators take on the role of mentors or facilitators, readily available for consultation by their staff. Because of this, morality, loyalty, and relationships are highly prevalent in this kind of society. The key principles of this cultural

orientation are consensus, adaptability, teamwork, cooperation, and involvement (Islami & Yanti, 2024).

1.1.3 Adhocracy Culture

Adhocracy culture defines a dynamic, entrepreneurial work atmosphere that places high importance on creativity, invention, and taking risks. These kinds of businesses prioritize adaptability and the capacity to change course swiftly in response to shifting market conditions. Workers are frequently tasked with highly autonomous tasks and are urged to use creative thought and unconventionally. Adhocracy cultures often include visionary leadership that encourages staff members to seize new possibilities and welcome change. Flat organizational structures reduce bureaucracy and promote quick decision-making and responsiveness. This culture is more prevalent in fields where market circumstances and technology change quickly, necessitating those businesses be adaptable and progressive (Shahidi, Ali & Idris, 2024).

An atmosphere that is dynamic, enterprising, and innovative is another attribute of adhocracy culture. The capacity of a business to be creative and continuously improve the quality of its goods and services is rewarded with prominence. Adhocracy-style cultures place a strong emphasis on learning new things and being open to constant change as a foundation for their strategic planning. Creating distinctive and valuable goods and services is the key to success. Building an organization is the responsibility of managers, who also emphasize innovation, technological advancements, adaptation, and flexibility. Businesses that use cutting-edge technology to do business over the internet, which is referred to as the "new economy," are instances of this culture (Acar & Acar, 2014).

1.1.4 Market Culture

Market culture is characterized by a heavy emphasis on success, competition, and a results-oriented mindset. Market-driven organizations put an emphasis on attaining financial performance, expanding their market share, and meeting and beyond consumer expectations in order to emphasize external success. A sense of urgency, performance indicators, and well-defined objectives are frequently what drive the organizational climate. Market-culture leaders are often strict and performance-oriented, holding staff members to a high standard and pressuring them to meet goals. This culture creates an environment that is goal-oriented and high-energy, with awards and recognition based on both individual and team success. Market cultures work most well in settings where success is determined by quantifiable outcomes and fierce rivalry (Kenedi et al., 2022).

Marketing culture refers to the unwritten guidelines and standards of conduct that set expectations for employees. These standards are very important in forming the company as a whole, especially when it comes to marketing functions and how marketing campaigns are carried out. It is believed that marketing culture is an orientation with a defined scope and underlying beliefs that prioritizes qualities like creativity, teamwork, competitive results, directed aggressiveness, and a people-centered approach. Organizational marketing cultures are built upon these ideals as well as verbal, behavioral, and physical components (Mafrudoh, 2023).

1.1.5 Hierarchy Culture

Hierarchical culture describes a workplace that is organized and regulated, prioritizing protocols, regulations, and well-defined positions and duties. The primary values are predictability, efficiency, and stability, with a significant emphasis on upholding established procedures and order. In hierarchical societies, decision-making is often done from the top down, with a distinct line of command and more authoritative leadership. In order to maintain smooth and effective organizational operations, this kind of culture emphasizes with great responsibility, control, and consistency. This culture may discourage flexibility and originality even if it can result in high levels of dependability and efficiency. Organizations in the healthcare, government, and industrial sectors—where precision, safety, and compliance with rules are crucial—benefit greatly from a hierarchical culture (Al-bawaia, Alshurideh, Obeidat, & Masa'deh, 2022).

Hierarchy culture is seen as the first method, characterized by a regimented and structured workplace. This culture stresses internal concerns and aims to create a stable environment in order to boost production or produce efficient and dependable goods by the implementation of rules, policies, or specialization (Atfraw, 2019).

1.1.6 Employee Performance

The level of achievement a worker attains in realizing the mission of the company, purpose, and goals is referred to as employee performance. This may also be described as the extent to which an individual has completed their task or their job, which includes important components like ability and effectiveness. According to Driskill (2018), an employee's performance is the whole result of their actions and may be classified into two categories: low and medium performance levels. The writer continues, saying that measures of staff productivity include

adaptability, customer interactions, inventiveness, effectiveness, efficacy, and efforts made to meet corporate objectives (Njagi, Ngugi Kamau, & Muraguri, 2020).

Employee performance is a crucial component of the business as it shapes the company's expansion and fosters a commitment to the organization and its objectives (Mohammed, 2017). When workers align their goals with those of their companies, they have a right to perform well and contribute significantly to the growth of the company. Management often recognizes and rewards this sort of dedication. Employee performance levels rise as a result of the management rewarding effort based on output, which promotes job happiness. Therefore, it is believed that employee performance is the foundation of every firm, and increasing attention to it will help to enhance it and, in turn, improve the performance of the entire business (Njagi, Ngugi Kamau, & Muraguri, 2020).

Setiawan and Purba (2020) goes on to say that measures known as Key Performance indicators (KPIs) may be used to monitor the performance of employees. These are techniques that organizations use to assess the skills of both its management and workforce, which is then compared to the general performance or well-being of the company. According to the author, among other things, employee performance may also be assessed based on the skills they have gained, their connections with co-workers, their degree of flexibility, and their drive. These elements are crucial because they enable managers to assess the productivity of their staff members and the level of effort, they devote to achieving their own objectives that coincide with those of the company.

1.1.7 The Public Service in Kenya

Kenya's public service operates under a unitary state with a representative democracy, as established by the 2010 Constitution. The government is divided into three branches: the Executive, the Legislature, and the Judiciary. The Executive, headed by the President, is composed of 22 ministries, including the Ministry of Education. Within the Ministry of Education, the State Department for Basic Education is responsible for overseeing policies and programs related to primary and secondary education. This hierarchical structure ensures the efficient delivery of educational services across the country (Njagi et al., 2020).

1.1.8 The State Department for Basic Education

The main administrative organization in Kenya in charge of developing, carrying out, and supervising basic education-related policies and initiatives is the State Department for Basic Education Headquarters. This Nairobi-based department, which is part of the Ministry of

Education, is crucial in determining how elementary and secondary schools are taught. The development of national curriculum, administering teacher recruitment and training, supervising school administration, and guaranteeing compliance with educational standards and regulations are among the main duties of the headquarters. The department has played a key role in the implementation of the Competency-Based Curriculum (CBC), which emphasizes the development of practical knowledge and skills in order to improve the relevance and quality of education (Kaviti, 2018).

Additionally, in order to increase access to high-quality education for all children, especially those from disadvantaged and vulnerable communities, the headquarters works with a variety of stakeholders, including as global agencies, NGOs, and community-based groups. This includes programs to supply educational resources, advance inclusive teaching methods, and upgrade school facilities. Achieving universal primary education is a priority for the State Department for Basic Education Headquarters in line with Kenya's Vision 2030 and the SDGs of the UN. The department endeavours to guarantee that every child in Kenya obtains a high-quality education that prepares them for future difficulties via the implementation of comprehensive policies and committed leadership (Kaviti, 2018).

1.2 Statement of the Problem

The effectiveness of the public service, including service delivery, relies heavily on worker performance, yet the impact of organizational culture on this performance remains underexplored, particularly in the State Department for Basic Education in Kenya. While research in the private sector has established how organizational cultures—clan, adhocracy, market, and hierarchy—affect performance, Kenya's public service lacks empirical data on these effects. Clan culture fosters loyalty and satisfaction, adhocracy encourages innovation, market culture prioritizes goal-oriented results, and hierarchy emphasizes predictability. However, public service administrators often rely on private-sector assumptions that may not fit their context (Chesenge & Njuguna, 2022). A report by the Kenya National Bureau of Statistics (KNBS, 2023) found that 35% of public service employees cited poor organizational culture as a key factor hindering performance, compared to 15% in the private sector. Additionally, a 2019 Ministry of Education survey revealed that over 50% of employees in the State Department were dissatisfied with the organizational structure, yet there is no data on how specific cultural models affect their performance (Chesenge & Njuguna, 2022).

From previous studies, Srikaningsih and Setyadi (2015) discovered in their partial testing that organizational culture had no significant effect on employee organizational commitment, further research has shown a substantial association. According to Koesmono (2014), corporate culture has a big impact on lecturers' work satisfaction and staff commitment. Fanggidae et al., (2016) claim that spirituality, as a stand-in for workplace culture, has a favourable and noteworthy effect on workers' organizational commitment and job happiness. Sangadji and Sopiah (2013) discovered that employee work performance was favourably and significantly impacted by company culture. Kamau (2013) found a substantial correlation between corporate culture and the efficacy of service delivery. Also, Wambugu (2014) found that organizational culture significantly impacts employee performance at Wartsila-Kipevu II Power Plant, enhancing productivity and job satisfaction. Kausar (2014) examines how a quality culture in Pakistan's education sector boosts employee motivation, finding that such a culture enhances productivity, work satisfaction, and engagement.

Previous studies have looked closely at the correlation between organizational culture and employee performance. However, there remains a notable research gap within the educational sector, especially considering Kenya's situation, which underscores the necessity of this study. By methodically investigating the ways in which these four forms of organizational culture impact public service performance, this study seeks to close the knowledge gap. In doing so, it hopes to offer recommendations based on empirical data for developing a productive and encouraging organizational culture within Kenya's public service. Thus, this study examined the effect of organization culture on employee performance in the public service in Kenya.

1.3 Objectives of the Study

The main objective of this study was to examine the influence of organization culture on employee performance in the public service in Kenya. A case study of the state department for basic education.

1.3.1 Specific Objectives

- i. To examine the effects of clan culture on employee performance in public service in Kenya.
- ii. To establish the effects of adhocracy culture on employee performance in public service in Kenya.
- iii. To determine effects of market culture on employee performance in public service in Kenya.

- iv. To evaluate effects of hierarchy culture on employee performance in public service in Kenya.

1.4 Research Questions

- i. What are the effects of clan culture on employee performance in public service in Kenya?
- ii. To what extent does adhocracy affect employee performance in public service in Kenya?
- iii. How does market culture affect employee performance in public service in Kenya?
- iv. How does hierarchy culture influence the employee performance in public service in Kenya?

1.5 Significance of the Study

In order to provide a more thorough knowledge of the ways in which corporate culture influences public servant performance, the research will be theoretically significant. Organizational culture refers to the common standards, principles, and practices that shape an establishment's behaviour and activities. It has a big influence on performance overall as well as the work environment. The investigation will add to the pool of knowledge on administrative behaviour and public administration by analysing this connection inside the Kenyan public service and offering insights that may be applied to comparable situations in other developing nations. This theoretical contribution is going to be crucial in the process of creating frameworks that clarify how cultural aspects of public institutions may be used to improve service delivery, employee motivation, and efficiency.

The findings of this investigation will impact the formulation and execution of policies meant to enhance Kenya's public service's performance from a policy perspective. The nation's socioeconomic growth will be greatly aided by the State Department for Basic Education, which is in charge of providing education at the base level. Recognizing how company culture affects worker performance might aid policymakers in crafting solutions that promote a constructive and efficient work environment. Policies that support inclusive leadership, professional growth, and accomplishment recognition, for example, should be reinforced or added to. These policy adjustments will result in more efficient human resource management, which will eventually raise the standard of education given to Kenyan students and aid in the accomplishment of national education objectives.

The study's conclusions will, in effect, provide administrators and leaders in the public service at the State Department for Basic Education with useful suggestions. Through the process of pinpointing the particular cultural components that either favourably or adversely affect worker performance, the department will be able to put focused initiatives into place to foster an encouraging and productive corporate culture. Initiatives to enhance worker collaboration and communication, team-building exercises, and leadership development programs are examples of practical approaches. Furthermore, rewarding and praising excellent work will encourage positive attitudes and behaviours. By putting these doable steps into practice, the department will raise employee engagement and work satisfaction, which will boost output and improve student results.

1.6 Scope of the Study

This study looked at how organizational culture affected the performance of employees in Kenyan public service, with a specific focus on the State Department for Basic Education in Nairobi. The study focused on 709 employees in the department, representing various roles and hierarchical levels. It used surveys to investigate how cultural factors influenced job performance, motivation, and service delivery, with the goal of identifying key areas for improvement and policy intervention. The study was conducted from January to October 2024.

1.7 Chapter Summary

This chapter discussed background information on the issue defining the connection between worker performance and company culture. It also outlined the research work's objectives, questions, and problem to be studied, clearly defining its scope and identifying the expected beneficiaries of the investigation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter covered theories of the study, empirical review, research gaps, conceptual framework and also operationalization of the variables.

2.1 Theoretical Literature Review

This subtopic explored how different types of organizational cultures—clan, adhocracy, market, and hierarchy—affect the employee performance in public service in Kenya. It delves into the impact of each culture type on efficiency and effectiveness within the State Department for Basic Education. The study was based on Dynamic Capability Theory, Hofstede's Cultural Dimensions Theory and Schein's Theory of Organizational Culture. And, the researcher used the Hofstede's Cultural Dimensions Theory as the anchor theory.

2.1.1 Dynamic Capability Theory (DCT)

Teece, Pisano, and Shuen established Dynamic Capability Theory in 1997. The forerunners defined it as a company's capacity to create and reinterpret both internal as well as external authority in order to attain accomplishment. This theory plans include flexibility in management. It suggests that management evaluate market circumstances and systems and implement strategies that support business performance. This is the cornerstone of effective management and flexible thought processes. According to this notion, businesses are run by a variety of managers with varying styles of thought and perspectives on how best to advance the company's performance. The hypothesis backs up the workers' diverse attitudes and ways of behaving. According to Nelson and Winter (1982), it is predicated on participatory leadership systems and cooperation. It encourages problem-solving analysis of the company and adaptation in response to recent market developments (David, 2023)

A number of academics have built upon the DCT underpinnings. David Teece (2023) is still important because he makes the case that companies with dynamic capacities may innovate, react to competition, and seize market opportunities. Dynamic capacities are about learning, decision-making, and leadership in addition to resource reconfiguration, as highlighted by Ghosh, Hughes, Hodgkinson, and Hughes (2022). Other writers have emphasized the need of dynamic capacities in dynamic markets, especially in fields experiencing quick technical improvements (Katkalo, Pitelis, & Teece, 2010). They contend that while businesses may rely on best practices in markets with modest levels of volatility, success in highly dynamic

marketplaces requires adaptable and inventive solutions to unanticipated obstacles. The importance of dynamic capacities in maintaining long-term competitive advantage is highlighted by this body of research (Ghosh, Hughes, Hodgkinson, & Hughes, 2022).

The theory is relevant to the research as it asserts that a company's fluid abilities to create, adapt, or upgrade its asset base while increasing efficiency. Dynamic Capability Theory (DCT) highlights the role of hierarchy, clan, and market cultures in a firm's flexibility. It suggests that a business's culture affects its capacity to innovate, share information, and empower personnel. For example, in Kenya's public service, DCT may assist Extended Constructions Limited in understanding how cultural variables influence its capacity to adapt to new technologies, manage supplier relationships, and adapt to disruptions. A robust, adaptable culture encourages change, learning, and working together to solve issues, guaranteeing that businesses can prosper in tumultuous economic circumstances.

2.1.2 Hofstede's Cultural Dimensions Theory

Geert Hofstede, a Dutch management researcher, created Hofstede's Cultural Dimensions Theory in 1980 after completing extensive study in the 1960s and 1970s. Using a framework developed from component analysis, Geert Hofstede's theory of cultural dimensions explains how a society's culture affects its members' values and how these values connect to behavior (Žemojtel & Piotrowski, 2023). He suggested that organizational culture is influenced by national and regional variables, which in turn affect how employees behave inside the firm. Hofstede asserts that there are primarily five elements that affect workplace culture. Power distance, masculinity and femininity, individualism, uncertainty avoidance index, and long-term orientation are some of these variable (Gerlach & Eriksson, 2021).

The expression "power distance index" describes how different work cultures change according on how much authority is given to employees. While some companies give team leaders, others hold workers accountable for their own output. The organizational culture is impacted by the masculinity and femininity index, where male workers dominate female employees and female employees have greater power. While the uncertainty avoidance index addresses employees' tolerance levels in both comfortable and uncomfortable situations, individualism concentrates on collaboration (Gerlach & Eriksson, 2021). Short-term goals are given priority, while long-term connections with employees are the main emphasis of long-term orientation. Some employees may be more focused on short-term goals and turnover, while others may be more concerned about their position and image inside the organization. These elements have an

impact on the culture of the company as well as how workers are handled and laid off (Žemojtel & Piotrowski, 2023).

The theory is useful for researching organizational culture and public service performance because it examines how adhocracy cultural norms impact employee behavior and organizational practices. Avoiding ambiguity, separating power, individuality against collaboration and masculine vs feminine are important factors that might impact leadership philosophies, making choices, communication, and staff involvement. In public service institutions. Understanding these factors helps to explain differences in efficiency, cooperation, and governance in public enterprises across cultures. Using Hofstede's paradigm, we can see how aligning corporate culture with employees' cultural values improves performance, cooperation, and service delivery in public service. The researcher will use this theory as the anchor theory for this study.

2.1.3 Schein's Theory of Organizational Culture

Edgar Schein's theory of organizational culture, developed in 1985 by Edgar Schein, consists of three key layers: artifacts, proclaimed views and values, and basic underlying assumptions. Artifacts are visible expressions of an organization's culture, including merchandise, physical surroundings, language, technology, apparel, published values, rituals, ceremonies, and myths (Bolinger & Burch, 2020). Schein's approach provides a high level of abstraction, reducing complexity by dividing culture into observable and unobservable components. She distinguishes between culture's observable and unobservable components, highlighting the hierarchy between different areas. Schein's model highlights the impact of visible behavior on and by unobservable assumptions through norms and standards. This model is widely mentioned in organizational culture studies (Bolinger & Burch, 2020).

Organizational culture is a complex system of beliefs, values, strategies, and standards instilled by founders and leaders. It is based on basic underlying assumptions, deeply-embedded beliefs that can cause anxiety and defensiveness. Schein suggests a format to interpret visible symbols of a culture, but emphasizes that these shouldn't be the sole elements utilized to understand culture. Focusing based only on apparent symbols can lead to a failure to grasp the underlying assumptions. Even professed values and beliefs could not accurately represent a culture's actual state; rather, they might merely represent its ideals. Schein concludes that organizational culture is the atmosphere that pervades the interior of a company or association (Bolinger & Burch, 2020).

The theory aligns with hierarchy culture and clan culture in public service. Clan culture emphasizes collaboration, shared values, and a family-like atmosphere, where teamwork, employee involvement, and strong interpersonal relationships are prioritized. In studying organizational culture and performance in public service, the theory helps identify how visible elements (artifacts) such as procedures, structures, and policies shape performance. Espoused values—beliefs and strategies that the organization promotes—can influence decision-making, employee behavior, and outcomes. Lastly, underlying assumptions, often unconscious, drive fundamental practices and attitudes that directly impact efficiency, service delivery, and overall performance.

2.2 Empirical Literature Review

This section of the literature reviewed summarizes previous research, including methodology applied to the study's focus.

2.2.1 Clan Culture and Employee Performance

Syamsiana et al. (2024) examined the impact of corporate culture, especially clan and adhocracy cultures, on worker performance in terms of fulfilment with work and engagement. Employing structural equation modelling (SEM) as a quantitative method, they polled workers across a range of sectors. The study's conclusions exposed a substantial association ($R = 0.720$, $p < 0.001$) between employee performance and organizational culture. A significant connection among work motivation and job satisfaction, as designated by their respective regression values of $\beta = 0.380$ ($p < 0.001$) and $\beta = 0.45$ ($p < 0.001$). According to the coefficient of correlation (R^2), work motivation, job happiness, and company culture might account for Sixty-seven percent of employee performance fluctuation. This shows that encouraging an inventive, dynamic, and encouraging corporate culture may greatly improve worker performance. The research had an oversight since it concentrated on clan and adhocracy cultures only, leaving out market and hierarchy culture. This study intends to study clan, adhocracy, market and hierarchy culture all together.

Islami and Yanti (2024) examined how clan culture affected workers' performance at Bina Sarana Informatika University. The influence of clan culture on performance was evaluated using multiple regression analysis and a quantitative method that involved surveying university staff. According to the findings, clan culture had a substantial favourable influence on worker efficiency ($\beta = 0.49$, $p < 0.01$). With a correlation value of $R = 0.65$ ($p < 0.01$) and a coefficient of determination (R^2) of 0.42, clan culture may account for 42% of the alteration in worker

performance. The study underlined how crucial a unified and encouraging corporate culture is for raising worker performance. However, these conclusions cannot be used in Kenya since the investigation was carried out in Indonesia. The current study will fill this gap because it will be conducted in Kenya.

Gambo et al. (2020) looked at how Jaiz Bank Nigeria Plc employees performed in relation to their organizational culture. Using a quantitative methodology, the investigators polled bank workers in order to collect information on performance indicators and cultural aspects. The results showed a strong affirmative association ($R = 0.67$, $p < 0.05$) amongst worker performance and a supportive (clan) company culture. With a R^2 value of 0.45, regression analysis revealed that corporate culture at Jaiz Bank accounts for 45% of the variability in employee performance, explaining a large percentage of the variation in achievements by employees ($\beta = 0.60$, $p < 0.01$). This study left a gap in knowledge because it was conducted in banking sector. The current study will fill this gap because it will concentrate in educational sector.

Aristarini et al. (2024) looked at how organizational culture and transformational leadership affected worker performance at PT Japura Inti Pangan, using the workplace as a mediating factor. 200 employees each received a survey as a component of the quantitative procedure used in the study. To assess information, structural equation modelling, or SEM, was employed. The results showed a robust favourable connection between worker productivity and corporate culture as well as between transformational leadership and worker performance. It was discovered that the work environment partially mediated these correlations, suggesting that supportive work environments amplified the benefits of corporate culture and management on performance. The research notably emphasized the benefits of adhocracy culture, which places an emphasis on creativity and adaptation, and clan culture, it is described by a friendly, family-like environment. However, the focus of the study was organizational culture and transformational leadership. The present study will study the connection between organization culture and employee performance

Wahyuningsih et al. (2024) looked at how organizational culture and work orientation affected worker performance, with a particular emphasis on clan and adhocracy cultures. So as to examine the correlations between the variables, the researchers used multiple regression analysis to conduct a survey among Sukoharjo PTSO staff. The outcomes of the study showed that administrative culture ($\beta = 0.47$, $p < 0.05$) and work orientation ($\beta = 0.41$, $p < 0.05$) had a

considerable beneficial impact on employee performance. It was shown that motivation moderated these interactions, amplifying the consequences of corporate culture and job orientation on efficiency. The overall model's factor of variation (R^2) was 0.58, representing that 58% of the variation in worker productivity may be explained by these factors. The study left a knowledge gap since it was conducted on tax service body. In order to fill this void, the present investigation will be conducted on educational sector of Kenya.

Research on state university teachers in East Kalimantan, Indonesia was carried out by Sriekaningsih and Setyadi (2015), with an emphasis on the relationship between organizational culture, competence, and motivation and how these factors affected performance and organizational commitment. They employed a quantitative technique, gathering data through structured surveys and utilizing regression and correlation analysis. Significant positive connections between the three criteria and performance ($R = 0.58$) and organizational commitment ($R = 0.65$) were discovered by the study. Competence ($\beta = 0.35$), motivation ($\beta = 0.30$), and organizational culture ($\beta = 0.40$) were shown to be significant predictors of performance by the regression analysis. The corporate culture under investigation prioritized a familial and supportive work environment and was mostly clan-oriented. However, since the research was carried out in Indonesia, these answers are not applicable to Kenya. The present investigation will cover this gap given that it will take place in Kenya.

Mbuva (2022) looks on how organizational culture affects workers' performance in Kenya's Nairobi County health NGOs. The study utilized a questionnaire-based descriptive research approach to gather data from workers in different health non-governmental organizations. According to the research, a strong, encouraging company culture with common values, norms, and beliefs greatly improves worker motivation, work satisfaction, and productivity. The study specifically emphasizes the value of a clan a society that encourages cooperation and an intellect of belonging. The correlation coefficient (R) between employee performance and corporate culture was determined to be 0.78, showing a significant positive association. A substantial regression coefficient (β) of 0.65 was found using regression analysis, indicating that improvements in company culture result in notable gains in employee performance. The study however concentrated on NGOs, and findings might not be applicable in education sector. The present study will fill this gap by focusing on basic education department.

Koesmono (2014) investigated the effects of work contentment, servant leadership, and organizational culture on academics' job performance and organizational commitment in East

Surabaya. The research utilized a quantitative approach, utilizing structural equation modelling (SEM) to examine survey data. The results showed that a good organizational culture greatly improved dedication to the organization ($R = 0.59$) and job satisfaction ($R = 0.62$), which in turn had a beneficial impact on work performance ($R = 0.54$). Work motivation ($\beta = 0.30$) acted as an intermediary between servant leadership and ($\beta = 0.32$) and job satisfaction ($\beta = 0.35$) as significant predictors of organizational commitment, based on the correlation analysis's findings. The majority of the culture under investigation was clan-oriented, which encouraged a supportive and cooperative work atmosphere. However methodologically, the researcher utilized structural equation modelling while the present study will use multiple regression analysis to examine data.

A thorough investigation was carried out by Chen and Huang (2019) to examine the function of organization trust as an intermediary in the connection between employee performance and clan culture. As their main analytical technique, SEM was applied to carefully examine the complex interactions among these factors. The study used a quantitative research approach, gathering information from participants in different companies by means of structured questionnaires. Their study revealed that worker dedication was directly benefited by clan culture, with organizational trust acting as a partial mediating factor. Through the use of SEM, they were able to confirm the intricate interactions and determine that, although organizational trust plays a crucial part in promoting a supportive work environment, clan culture directly increases employee commitment. This research does not take into account any other cultural characteristics outside clan culture. The new study will look at a larger spectrum of cultural impacts on public officials' performance in Kenya.

Nguyen Van, Nguyen, Bui, Tran, and Nguyen (2018) assessed the association between employee performance, work satisfaction, and clan culture across many firms using a questionnaire-based study. The researchers used a organised survey using both closed- and open-ended inquiries to gather data from workers at different companies. Factors of clan culture including dedication and job satisfaction were examined in addition to factors of collaboration, mutual support, and feeling of community. The data was analysed and correlations between the variables were established using statistical methods in the study. Their research showed that employee commitment and work happiness were both highly impacted by clan culture. The company's strong feeling of community, cooperative collaboration, and employee support system were linked to higher levels of commitment. This thorough approach yielded insightful information on how company culture affects worker performance. The study

concentrates on private-sector enterprises, ignoring public-sector dynamics. The current study is going to tackle this issue by looking into Kenya's public service, notably the State Department of Basic Education.

An extensive case study was carried out by Brown and Jones (2015) to assess how clan culture promotes employee engagement in a small technology company. They used a variety of approaches in their research, including in-depth interviews with managers and staff and close observations of the day-to-day activities and interactions that take place in the organization. They found that a strong clan culture, which is described by mutual values, employee empowerment, and encouraging connections, greatly increased employee commitment by carefully analysing these qualitative data. The researchers discovered that because of the company's inclusive and cohesive culture, workers had a strong sense of loyalty and belonging. Greater degrees of contentment among employees and retention were partly attributed to a collaborative work environment and open communication channels that further supported this sense of belonging. The qualitative technique used in the case study restricts its generalizability. The objective of the current research is to better understand the relationship between corporate culture and public service efficiency via the application of quantitative approaches.

In their study, Zafar and Shahzad (2018) examined how clan culture affects worker loyalty in the hotel sector. To obtain thorough insights, they using a mixed-method approach. strategy that included both quantitative and qualitative techniques. They ensured statistical reliability by collecting data from a sizable sample of hotel staff using standardized questionnaires. They also performed in-depth interviews in order to obtain complex viewpoints and contextual elements affecting worker loyalty. The researchers found that employee commitment was favourably increased by a strong clan culture, which is defined by cooperation, support among teammates, and a familial atmosphere. In order to increase employee loyalty, their study stressed how important it is to have a cohesive and cooperative work atmosphere in the hotel industry. Strong evidence was shown by the mixed-method approach to support the beneficial effects of clan culture on staff satisfaction and retention in hotels. The study concentrates on the hotel business, which differs greatly from public service situations. The present study will look at how organizational culture affects the Kenyan public service, namely education.

Wahba and El-Sayed (2018) looked at the connection between employee performance in Egypt's banking industry and clan culture. Employing questionnaires to gather data from bank

workers, the researchers found that greater levels of staff commitment were significantly predicted by a strong clan culture, which included supportive connections, employee empowerment, and shared values. The impact that corporate culture has on employees' attitudes and behaviour was emphasized in the research. The research is restricted to Egypt's banking industry and lacks insights into the education sector. The present study will concentrate on Kenya's State Department for Basic Education, yielding sector-specific results.

2.2.2 Adhocracy Culture and Employee Performance

Mbirira (2023) evaluated Kenya Commercial Bank's corporate culture in relation to performance. The study used a case study approach, integrating management and staff interviews with qualitative and quantitative survey data. A collaborative (adhocracy) corporate culture and enhanced bank performance were demonstrated to have a substantial positive correlation with the study ($R = 0.72$, $p < 0.01$). With a R^2 of 0.50, the regression analysis demonstrated that corporate culture is a significant predictor of organizational performance ($\beta = 0.55$, $p < 0.01$), meaning that the corporate culture practices in place may account for half of the variance in bank performance. The study findings are based on data from Kenya Commercial Banks, while the present study will use data from state department for basic education.

Al-bawaia et al. (2022) studied how employee motivation and company culture affect organizational efficiency in the banking sector in Jordan. A quantitative research approach according to surveys was employed to gather data from 300 banking staff members. For data analysis, SEM was applied. Findings from the research demonstrated that organizational effectiveness is significantly enhanced by both corporate culture and employee motivation. Particularly, enhanced productivity and efficiency of organizations in the banking industry may be attributed to the combination of strong employee engagement, an adhocracy culture that stimulates creativity, and a clan culture that encourages collaboration. But the investigator used structural equation modelling, whereas the current study would use multiple regression modelling to analyse data.

Using a quantitative research technique, Kenedi et al. (2022) carried out an empirical study in Indonesia to evaluate the effect of corporate culture on employee performance. Three hundred workers from a variety of industries provided information through standardized questionnaires. Using regression and correlation analysis, research discovered a noteworthy favorable association ($R = 0.65$) between performance of employees and a clearly defined company

culture. A regression study revealed that some cultural characteristics, such as common behaviours, conventions, and beliefs, had a substantial impact on performance ($\beta = 0.58$). The study highlighted the significance that clan and adhocracy cultures have in improving employee loyalty, motivation, and overall productivity. The study was open to various industries; hence, the educational sector may not be able to use its results. The present study will focus on the educational sector in order to fill this gap.

Verburg et al. (2017) investigated the connection between job crafting, employee commitment, and adhocracy culture in a public service organization. This study used a combination of methodologies strategy to gather quantitative data via questionnaires and qualitative data through interviews. Employees who felt that the company had a strong adhocracy culture—one that was innovative, flexible, and open to trying new things—were more inclined to participate in job crafting activities, according to the study. Their dedication to the company was subsequently favourably impacted by these actions. The prior research lacks a focus on the public service education environments; hence the current study examines the particular effect of adhocracy culture on public workers in Kenya's State Department for Basic Education.

Martins et al. (2018) investigated the effects of an adhocracy culture on employee engagement in the software development sector using qualitative research. The research employed observations and interviews to gather information. The results showed that an adhocracy culture with a strong focus on innovation, flexibility, and empowerment encouraged employees to feel committed and owned. To identify significant motifs and trends in the information, the researchers used theme analysis. They were able to get a comprehensive understanding of how the culture under discussion affected worker performance thanks to this research, which also demonstrated how much workers' commitment and sense of duty to their jobs was increased in environments that value flexibility and creative freedom. The research highlights how important it is to stand-in a creative and empowered work setting in order to increase worker engagement and output. This research focuses solely on the software manufacturing sector, neglecting public education. The present investigation addresses this gap by concentrating on public officials at Kenya's State Department for Basic Education.

Suresh and Venkatraman (2020) studied the connection link worker performance and adhocracy Healthcare culture industry. They discovered that a culture of adhocracy, which values adaptability, creativity, and taking risks, greatly raises employee commitment and engagement. Using a quantitative methodology, participants' responses to a standardized

questionnaire were gathered for the study. Two statistical techniques were employed to examine the associations between the cultural traits and worker performance: regression analysis and correlation. The findings demonstrated the beneficial effects of an adhocracy culture on worker motivation and output, underscoring its significance in creating a creative and dynamic work environment in the healthcare industry. For companies looking to enhance performance via cultural change, this report offers insightful information. The research's backdrop is in the healthcare business and does not address the particular issues of public education. This research will fill up this void by looking into the consequence of adhocracy culture on public service efficiency in Kenya.

In the technology industry, Wang et al. (2019) investigated the effects of an adhocracy culture on worker engagement and performance. The researchers found that a strong adhocracy culture, that is marked by a high degree of autonomy, creativity, and experimentation, dramatically increased employee commitment. They made this discovery using a combination of questionnaires and detailed employee meetings. Their results demonstrated how important it was for employee dedication to act as a bridge between an adhocracy culture and company performance. This thorough study emphasizes how important it is to advance an adhocracy culture in order to increase employee loyalty, which in turn boosts business performance. Businesses may foster a work climate that inspires people and drives the company toward higher performance and accomplishment in the cutthroat technology industry by prioritizing creativity and independence. This study focuses on the technology industry but ignores public service dynamics which the current study addresses.

2.2.3 Market Culture and Employee Performance

Mafrudoh (2023) investigated how employee performance was pretentious by structural culture across a range of industries. A cross-sectional survey design was used, with 150 workers from various companies participating. Regression analysis and correlation were used to review the information. The findings indicate a substantial favourable association between worker performance and a supportive corporate culture. More specifically, workplace cultures that prioritize creativity, encouragement, and acknowledgment are linked to improved worker performance. The investigation concludes that improving employee performance in a variety of industries requires cultivating a good organizational culture, especially those that emphasize competition and attaining outcomes, such as market, adhocracy, and clan cultures. The research focused mostly on private-sector organizations, leaving a void in understanding public service

dynamics. The present research will address this vacuum by looking at how organizational culture influences performance, especially in Kenya's public service.

Using a mixed-methods approach, Koki and Ramarumo (2015) examined the impact of organizational culture on employee performance in South African accommodation facilities. They used questionnaires to poll 200 workers, and they had in-depth interviews with management. According to the study, a positive company culture greatly increased staff engagement and goal performance whereas a poor culture resulted in high turnover rates, tension, and burnout. A substantial negative association ($R = -0.70$) was found in the correlation study between high turnover and bad culture, while a positive correlation ($R = 0.72$) was found between performance and good culture. Positive cultural interventions are necessary as the regression findings indicated that clan and market cultures have a substantial influence ($\beta = 0.65$), lowering stress and increasing productivity. The study's concentration on the accommodation business restricts its applicability to other industries. The present investigation will enhance comprehension of the corporate culture's effects by focusing on the community education segment in Kenya.

In their study titled "Influence of Organizational Culture on Employee Performance: A Case Study of East African Breweries Limited," Thuku et al. (2016) investigated the link between worker efficiency and company culture. Applying a case study methodology, the writers concentrated on East African Breweries Limited. Utilizing a blend of qualitative and quantitative techniques, like interviews and polls, they investigated the effects of the company's customer-focused culture on worker productivity. The results showed that overall performance, work happiness, and staff motivation are all considerably increased by a robust, positive market culture. The study emphasizes the importance of having an organizational culture that caters to market demands in order to improve corporate success and employee efficiency. The investigation's focus on one firm restricts its generalizability. The present study broadens the scope by investigating organizational culture throughout a government department, providing more comprehensive insights.

The impact of leadership styles and organizational culture on worker performance in the banking sector was examined by Ozcan and Ozturk (2020). They surveyed workers using a quantitative method to find out how they felt about performance measurements, leadership philosophies, and organizational culture. The results demonstrate that supportive leadership styles act as a mediating factor between a market-oriented culture and a considerable

improvement in employee performance. More specifically, because of more defined objectives, a customer-focused approach, and competitive tactics supported by the leadership, workers at companies with strong market cultures typically demonstrate higher performance levels. This study emphasizes how crucial market culture is to worker outcomes and structural performance in the banking sector. This study ignores public service dynamics and focuses entirely on banking. The present investigation fills this gap by investigating the influence of corporate Culture influences outcomes in the country's public sector.

Maartje (2018) studied how employee performance at Bank Maluku in Ambon Province was affected by work stress, job satisfaction, and organizational culture. The study employed quantitative methodologies, collecting data on these characteristics through employee surveys. The results showed that worker performance is favourably and heavily impacted by corporate culture. On the other hand, it was discovered that work stress had a detrimental influence on performance, while contentment at work had no discernible impact on workers' performance at Bank Maluku in Ambon Province. The present study highlights the pivotal function of organizational culture in augmenting staff performance within banking environments, indicating that cultivating a constructive and encouraging market culture might result in noteworthy advantages for organizational consequences. The report does not include the public or educational sectors, instead focused on banking. The present investigation addresses this gap by looking at the influence of corporate philosophy on public service in Kenya's education sector.

2.2.4 Hierarchy Culture and Employee Performance

Atfraw (2019) looked at market and hierarchical cultures in particular to see how corporation culture affected worker performance at Berhan Global Bank S.C. Using a quantitative survey approach, information was gathered from bank workers and subjected to regression and correlation analysis. The findings revealed a robust positive association ($R = 0.68$, $p < 0.01$) between employee performance and company culture. A considerable amount of the alteration in the performance of employees was clarified by corporate culture, according to regression analysis ($\beta = 0.52$, $p < 0.01$). With a coefficient of determination (R^2) of 0.46, it is possible to ascribe organizational culture to 46% of the variance in employee performance. The finance industry was the focus of this investigation, leaving a void in knowing how corporate culture influences public workers. The present research tackles this issue by focusing on Kenyan public service personnel.

Wambugu (2014) investigates how employee performance at Kenya's Wartsila-Kipevu II Power Plant is affected by organizational culture. Data for the study was gathered using standardized questionnaires that were given to employees using a survey approach. The results indicate that employment happiness and productivity among workers are enhanced by a strong corporate culture, with a focus on leadership, cooperation, and communication. Key components identified by the study include a hierarchical culture that guarantees regulated procedures and a clan culture that fosters collaboration. There is a significant positive association between company culture and worker productivity, as indicated by the correlation coefficient (R) of 0.76. A substantial regression coefficient (β) of 0.62 was found using regression analysis, highlighting the considerable impact that improvements in corporate culture have on staff productivity and the attainment of organizational goals. The study focused on a power plant and ignored the education sector. The present investigation addresses this gap by looking at how organizational culture effects employee performance at Kenya's State Department for Basic Education.

Using a quantitative study approach, Opoku et al. (2022) investigated the impact of organizational culture on worker performance at GCB Bank in Ghana. Using structured surveys, the study gathered data from 250 bank workers, which was then evaluated using regression and correlation analysis. The results presented a substantial optimistic association ($R = 0.68$) between improved worker performance and a robust, encouraging company culture. The results of the regression analysis demonstrated that some cultural elements, such employee recognition and cooperation, had a significant influence ($\beta = 0.60$) on performance outcomes. The study highlighted hierarchical and clan cultures and suggested spending on cultural development to increase staff morale and output, highlighting the significance of a positive workplace culture for the success of a firm. This study focused on the banking business in Ghana while ignoring the public sector. The present research project fills this gap by investigating the influence of corporate culture on productivity among public employees in Kenya's education sector.

Al-Husan and Abugabah (2019) looked at the connection between worker performance in the banking industry and hierarchical culture. They collected data by distributing questionnaires to bank personnel using a quantitative research approach. Using statistical analysis, the researchers investigated the relationships between employee dedication and hierarchical culture, which is defined by emphasizing formal processes and strict control. Their research showed that employee dedication was negatively correlated with a hierarchical culture,

indicating that such a culture may impair worker performance. The study stresses how crucial it is to comprehend how corporate culture influences job performance, and behaviour, especially in fields where rigorous adherence to procedures is common. The necessity of striking a balance between formal structures and procedures that promote commitment and employee involvement is emphasized by this study. The study concentrated primarily on the banking business, ignoring public-service situations such as education. The current investigation tackles this issue by looking at how hierarchical culture affects public officials in Kenya's education sector.

Koopman and Scott (2018) investigated how leadership affects the connection between employee commitment and hierarchical culture. Using a mixed-methods approach, the researchers polled employees from different companies and conducted interviews to get both quantitative and qualitative data. They found that the negative association between hierarchical culture and employee commitment was mitigated by transformational leadership. This suggests that the detrimental consequences of a hierarchical organization on employee commitment might be lessened by outstanding leadership. According to the study, transformational leaders have a critical role in improving employee performance and commitment in hierarchical organizational structures by emphasizing the value of leadership in creating a favourable work environment even in these settings. However, their study was broad in scope and did not focus on public service. The current study will specialize on educational industry.

Cai (2019) examined the function of organizational trust as a mediating factor in the correlation between employee performance and hierarchical culture. The researchers found that organizational trust acted as an incomplete arbitrating factor in the negative association between hierarchical culture and employee promise, using techniques including surveys and structural equation modelling analysis. This implies that workers are more likely to be dedicated to the company when they see a hierarchical structure to be one in which there is greater trust. The study emphasizes how critical it is to build organizational trust in order to lessen the negative influence that a hierarchical philosophy has on employee commitment. The research disregarded the particular difficulties faced by public service industries, especially education. In order to address this, the current research will examine how organizational trust moderates the effects of hierarchical culture on Kenyan public employees.

The moderating effect of employee empowerment on the connection between hierarchical culture and employee commitment was assessed by Wang and Xu (2020). The researchers

found that employee empowerment attenuated the negative association between hierarchical culture and commitment using surveys and hierarchical regression analysis. An increasing sense of empowerment among workers lessened the detrimental effects of a hierarchical structure on loyalty. This demonstrates how enhancing worker autonomy and decision-making power can mitigate the detrimental effects of a hierarchical workplace on loyalty. The unique dynamics of surroundings in the public sector were not taken into consideration. The current research will examine how employee empowerment at Kenya's State Department for Basic Education might lessen the negative consequences of a hierarchical society.

Lee and Park (2021) looked at how organizational support affected the link between employee commitment and hierarchical culture as a mediator. By using structural equation modelling and questionnaires, the researchers found that corporate backing mitigated the unfavourable relationship between commitment and hierarchical culture. This demonstrates that greater degrees of dedication are generated and the negative impacts of a hierarchical culture are lessened when employees feel that their employer is supporting them more. The study highlights the importance of organizational support in fostering commitment in a hierarchical society. The unique demands of public employees were not taken into account in the research. This research will close this gap by investigating how organizational support influences public officials' commitment in Kenya's education system.

The quality of the supervisor-subordinate relationship was also examined by Liao et al. (2018) in connection to the relationship between employee commitment and hierarchical culture. The researchers found that a positive supervisor-subordinate relationship quality attenuated the negative association between hierarchical culture and commitment using surveys and hierarchical linear modelling studies. This suggests that the detrimental impacts of a hierarchical organization on commitment may be mitigated when workers maintain positive working relationships with their supervisors. The study emphasizes the value of interpersonal interactions in hierarchical systems and shows that, even in strict organizational cultures, strong, good relationships between superiors and subordinates may improve employee performance and commitment. Through an examination of these connections' dynamics, the research highlights the vital role that supportive interactions and good leadership play in cultivating a workforce that is more dedicated and productive. The study overlooked insights unique to the public sector by concentrating on supervisor-subordinate relationships in a generic environment. The impact of these ties on public officials' dedication in Kenya's education sector will be examined by the current research.

2.3 Summary of Knowledge Gaps

Identifying knowledge gaps is critical for advancing research and providing effective responses. This overview focuses on the important research areas that lack sufficient information, highlighting the need of resolving these gaps in order to improve knowledge and results.

Table 1: Summary of Knowledge Gaps

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Aristarini et al.	2024	Effect of organizational culture and transformational leadership on worker performance	Quantitative methodology	The results of the study showed a strong positive relationship between worker productivity and corporate culture.	Nonetheless, transformative leadership and organizational culture were the main foci of the study.	This study investigated the relationship between employee performance and organizational culture.
Wahyuning sih et al.	2024	Effect of organizational culture and work orientation on worker performance	Quantitative methodology	The results of the study showed that organizational culture and work orientation had a considerable beneficial impact on employee performance	The study left a knowledge gap since it was conducted on tax service body	The present study was conducted on educational sector of Kenya

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Mbirira	2023	Kenya Commercial Bank's corporate culture in relation to performance	Qualitative and quantitative	The study findings are based on data from Kenya Commercial Banks	The study findings are based on data from Kenya Commercial Banks	The present study used data from state department for basic education
Al-bawaia et al.	2022	Employee motivation and company culture	A quantitative approach	The results of the study demonstrated that organizational effectiveness is significantly enhanced by both corporate culture and employee motivation.	Investigator used structural equation modelling	The current study used multiple regression modelling to analyses data
Mafrudoh	2023	Employee performance and organizational culture	Qualitative methodology	The findings show a substantial positive correlation between worker performance and a supportive corporate culture	Research focused mostly on private-sector organizations	The present research focused in Kenya's public sector
Kokt and Ramarumo	2015	The impact of organizational culture on employee performance	Quantitative method	Positive company culture greatly increased staff engagement and goal performance	The study's concentration on the accommodati on business restricts its applicability to other industries	The current study focused on the public education sector in Kenya.

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Wambugu	2014	Effects of Organizational Culture on Employee Performance	Quantitative method	The study found that there is a high positive association between company culture and employee performance	The study focused on a power plant and ignored the education sector	The present investigation focused at Kenya's State Department for Basic Education
Opoku et al.	2022	The impact of organizational culture on worker performance at GCB Bank in Ghana.	Quantitative method	The results showed a substantial positive correlation between improved employee performance and company culture	This study focused on the banking business in Ghana while ignoring the public sector.	The present research focused in Kenya's public sector
Sangadji and Sopiah	2013	Impact of organizational culture on academic achievement and work satisfaction	Quantitative methodology	Findings showed a substantial positive relationship between work satisfaction and corporate culture.	The concentration on academic personnel may not apply to other public service	The present research looked at the larger public service in Kenya
Shahidi et al.	2024	Investigated how employee performance was impacted by perceived corporate culture	mixed-methods approach	The results indicated positive association between employee performance and supportive business culture	The focus of the study on supervisor humor may have obscured other important moderating factors	The current study investigated these more general factors

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Kausar	2014	Impact of organization culture employee motivation in Pakistan's education sector	mixed-methods methodology	The study found a relation between organization culture and employee motivation	This research focuses exclusively on the education system in Pakistan	The present study will look into these components of Kenya's public service architecture
Uddin et al.	2013	Effect of organizational culture on worker performance	mixed-methods strategy	The study found a correlation between organization culture and worker performance	The study is confined to the telecom industry	The present study aims to tackle these inadequacies in Kenya's public service.
Al-Husan and Abugabah	2019	Connection between worker performance in the banking industry and hierarchical culture	Quantitative research approach	Their research showed that employee dedication was negatively correlated with a hierarchical culture, indicating that such a culture may impair worker performance.	The study concentrated primarily on the banking business	The current investigation tackles this issue by looking at how hierarchical culture affects public officials in Kenya's education sector.
Koopman and Scott	2018	Investigated how leadership affects the connection between employee commitment and hierarchical culture	Mixed-methods approach	The study found that the negative association between hierarchical culture and employee commitment.	The study was broad in scope and did not focus on public service	The current study will specialize on educational industry

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Thuku et al.	2016	Influence of Organizational Culture on Employee Performance: A Case Study of East African Breweries Limited	Qualitative and quantitative techniques	The results showed that overall performance is considerably increased by a robust, positive market culture	The investigation's focus on one firm restricts its generalizability	The present study broadens the scope by investigating organizational culture throughout a government department,
Ozcan and Ozturk	2020	The impact of leadership styles and organizational culture on worker performance	Quantitative techniques	The results demonstrate that supportive leadership styles act as a mediating factor between a market-oriented culture and a considerable improvement in employee performance.	This study ignores public sector dynamics and focuses entirely on banking	The present investigation fills this gap by investigating the influence of corporate culture on performance in Kenya's public service.
Maartje	2018	Studied how employee performance at Bank Maluku in Ambon Province was affected by work stress, job satisfaction, and organizational culture	Quantitative methodologies	The present study highlights the pivotal function of organizational culture in augmenting staff performance	The report does not include the public or educational sectors	The present investigation addresses this gap by looking at the impact of corporate culture on public service in Kenya's education sector

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Kenedi et al.	2022	the effect of corporate culture on employee performance	Quantitative research technique	The study highlighted the significance that clan and adhocracy cultures have in improving employee loyalty	The study was open to various industries;	The present study will focus on educational sector
Verburg et al.	2017	The connection between job crafting, employee commitment, and adhocracy culture in a public sector organization	Quantitative	The study found a connection between employee commitment and adhocracy culture.	The research lacks a focus on the public sector education environments	Current study investigates the particular influence of adhocracy culture on public workers
Martins et al.	2018	The effects of an adhocracy culture on employee engagement in the software development sector u	Qualitative research	The study found a positive connection between adhocracy culture and employee engagement	This research focuses solely on the software manufacturing sector, neglecting public education	The present investigation addresses this gap by concentrating on public officials at Kenya's State Department for Basic Education.
Suresh and Venkatraman	2020	The connection between employee performance and adhocracy culture in the healthcare industry.	Quantitative approach	The findings demonstrated the beneficial effects of an adhocracy culture on worker motivation and output.	The research's background is in the healthcare business	This research will study the effect of adhocracy culture on public service performance in Kenya

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Wang et al.	2019	effects of an adhocracy culture on worker engagement and performance	Quantitative approach	Their results demonstrated a relationship between adhocracy culture and performance.	This study focuses on the technology industry but ignores public sector dynamics	Current study covers public service
Cai	2019	the function of organizational trust as a mediating factor in the correlation between employee performance and hierarchical culture	Quantitative approach	The researchers found a negative relationship between hierarchical culture and employee commitment,	The research disregarded the particular difficulties faced by public service industries	The current research will examine how organizational trust moderates the effects of hierarchical culture on Kenyan public employees
Wang and Xu	2020	effect of employee empowerment on the connection between hierarchical culture and employee commitment	Quantitative approach	The researchers found that employee empowerment attenuated the negative association between hierarchical culture and commitment	The unique dynamics of surroundings in the public sector were not taken into consideration .	The current research will examine how employee empowerment at Kenya's State Department for Basic Education

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Lee and Park	2021	Employee commitment and hierarchical culture	Structural equation modelling	The study highlights the importance of organizational support in fostering commitment in a hierarchical society	The unique demands of public employees were not taken into account in the research.	This research will close this gap by investigating how organizational support influences public officials' commitment
Liao et al.	2018	Relationship between employee commitment and hierarchical culture	Quantitative method	Positive supervisor-subordinate relationships mitigate hierarchical culture's negative impact on commitment, study shows.	The study overlooked insights unique to the public sector by concentrating on supervisor-subordinate relationships in a generic environment	The impact of these ties on public officials' dedication in Kenya's education sector will be examined by the current research.
Srikaningsih and Setyadi	2015	The impact of organizational commitment and performance are affected by competence, motivation, and cultural organization in state university lecturers	quantitative technique	Their findings showed a connection between worker performance and corporate culture.	Since the study was conducted in Indonesia, these findings are not applicable to Kenya	The present study will cover this gap given that it will take place in Kenya.

Author	Year	Research Topic	Methodology	Findings	Research Gaps	Focus of the study
Mbuva	2022	organizational culture affects workers' performance	descriptive research approach	Encouraging company culture with common values, norms, and beliefs greatly improves worker motivation, work satisfaction, and productivity	The study however concentrated on NGOs	The present study will fill this gap by focusing on basic education department
Atfraw	2019	Employee Performance and Organizational Culture: The Berhan International Bank Case	Quantitative method	The study's findings demonstrated that organizational culture at Berhan has a big influence on worker performance. Bank International.	The banking industry was the subject of the investigation.	This study will be conducted on public service sector
Syamsiana et al.	2024	Impact of corporate culture (clan and adhocracy cultures) on worker performance	Structural equation modelling	The study's findings demonstrated a strong positive correlation between corporate culture and worker performance.	The study left a gap because it focused on clan and adhocracy cultures only, leaving out market and hierarchy culture.	This study intends to study clan, adhocracy, market and hierarchy culture all together.
Gambo et al.	2020	Effect of Organizational Culture on Employee Performance in Jaiz Bank Nigeria Plc	Survey method using questionnaires.	The study Jaiz Bank Nigeria Plc's corporate culture improves employee performance.	The study was conducted on Banking sector and in Nigeria.	The research will be carried out in Kenya.
Islami and Yanti	2024	Analysis Influence Organization Culture Against Employee Performance	Quantitative approach.	According to the study, employee performance and business culture have a strong positive correlation.	The study was limited to the higher education industry.	The basic education part will be the focus of the investigation.

2.4 Conceptual Framework

A conceptual framework offers a systematic technique for analysing the links between variables in research or theoretical models. According to Mugenda (2019), it serves as a basis

for finding, defining, and organizing concepts that will influence empirical research and theoretical breakthroughs across disciplines. In this study, the independent variables are Clan culture, Adhocracy culture, Market culture, and Hierarchy culture, while the dependent variable is the performance of public service. By examining how these different organizational cultures impact public service' performance, the framework provides a structured approach to understanding the relationships and influences within the public service.

Independent Variables

Dependent Variables

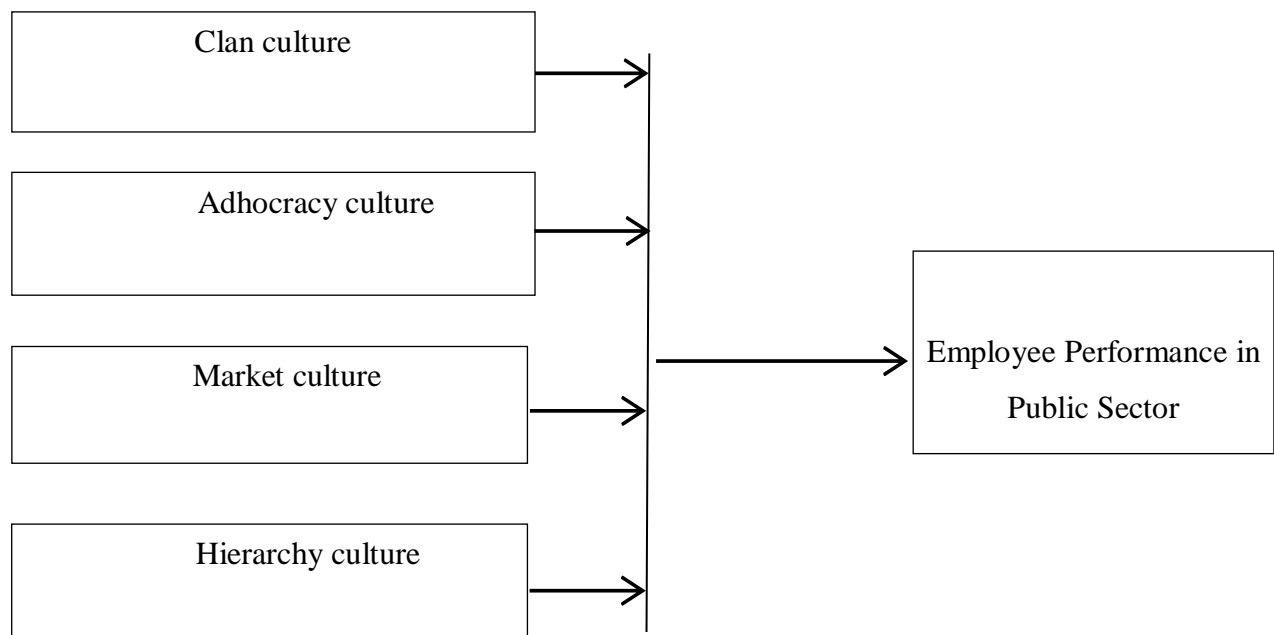


Figure 1: Conceptual Framework

The conceptual framework implies that employee performance in public service is impacted by the organizational culture that exists inside their organizations. By systematically analysing the independent variables (Clan culture, Adhocracy culture, Market culture, and Hierarchy culture) the framework suggests that each cultural type has distinct characteristics and mechanisms that can either enhance or impede public service' effectiveness and efficiency. This systematic method not only helps to discover which cultural qualities are most favourable to increased employee performance, but it also supports in organizing and clarifying the important ideas required for empirical research and theoretical developments in public service management. This paradigm gives useful insights for policymakers and administrators who want to establish organizational cultures that support peak performance among public employees.

2.5 Operationalization of Variables

The operationalization of variables entails converting abstract notions into quantitative indicators for study or evaluation. It offers precise definitions and techniques for quantitatively or qualitatively assessing phenomena such as efficiency, accountability, and service delivery, assuring their efficient observation, recording, and analysis within a research or assessment framework.

Table 2: Operationalization of Variables

Variable	Indicators	Measurement Scale	Tools of Analysis
Clan culture	<ul style="list-style-type: none"> • Strong Group Identity • Shared Values and Norms • Mentorship • Staff participation 	Likert scale	Descriptive and inferential statistics
Adhocracy culture	<ul style="list-style-type: none"> • Innovation • Flexibility • Risk-taking • Adaptability 	Likert scale	Descriptive and inferential statistics
Market culture	<ul style="list-style-type: none"> • Competitiveness • Customer-focus • Results-oriented • Target setting • Reward of good performance • Training 	Likert scale	Descriptive and inferential statistics
Hierarchy culture	<ul style="list-style-type: none"> • Stability • Formality • Clear roles • Hierarchical Structure • Accountability 	Likert scale	Descriptive and inferential statistics

Variable	Indicators	Measurement Scale	Tools of Analysis
Employee Performance in Public service	<ul style="list-style-type: none"> • Productivity • Job Satisfaction • Absenteeism • Goal Achievement 	Likert scale	Descriptive and inferential statistics

2.6 Chapter Summary

This episode provides an in-depth analysis of the theoretical review and empirical literature on the connection between employee performance and corporate culture in Kenyan public service. It investigated major ideas, including dynamic capability theory, Hofstede's cultural dimensions theory and Schein's theory of organization culture, to better understand their impact on organizational culture and performance. The chapter also reviewed past research, identified research gaps, and created a conceptual framework to guide the investigation. It also discussed how issues were used to assess the link between organizational culture and employee performance.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The chapter discusses target population, instruments, sample and sampling strategy, research design, procedure for gathering data, analysing and presenting facts, and moral dilemmas.

3.1 Research Design

According to Thornhill, Loiselle, Lind, and Ophof (2016), a research design is a strategy for gathering, assessing, and analysing data in accordance with the study's research goals. Research design, in the opinion of Thornhill et al. (2016), requires a general plan outlining how to approach and deliver answers to the research questions. The study used a case study as its research design. A case study technique enables researchers to delve into specifics in background and comprehensively. It is a method of arranging educational facts and viewing the subject to be studied as a whole. It contributed to a clearer understanding of the link between organizational culture and public service performance in Kenya.

3.2 Target Population

A population is the total group that a researcher is interested in studying in order to find answers to research study questions and draw conclusions from the same study (Biber, 2004). This noteworthy research characteristic aids in the decision-making process for researchers (Mugenda & Mugenda, 2003). The target demographic for this investigation was workers who work at State Department for Basic Education in Nairobi. The study focused on 709 employees in the department, representing various roles and hierarchical levels.

Table 3: Target Population

Category	Population
Top Management	156
Middle Management	233
Lower Management	320
Total	709

Source: HR Department, State Department for Basic Education (2024)

3.3 Sample and Sampling Technique

Mugenda and Mugenda (2013) outline four methods for determining sample sizes: utilizing formulas, using published data, using the complete population, and using sample sizes from comparable research. Given the heterogeneous nature of the population, a stratified random sampling approach was selected to ensure that each department within the organization was adequately represented. This approach involves dividing the population into strata, or subgroups, based on departmental divisions. Stratified sampling ensures that each stratum contributes respondents proportionate to its representation in the population, thus mirroring the diversity within the overall group.

Following the recommendation by Cooper and Schindler (2014), this stratified sampling method helps to minimize errors, reduce costs, and decrease workload, facilitating the collection of high-quality data. The sample size was determined using Yamane's formula as shown below:

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

Where:

- n = sample size
- N = population size
- e = margin of error

$$n=709/ \{1+(709*0.05^2)\}$$

Thus, n is 256 respondents

Table 4: Sample

Category	Population	Sample
Top Management	156	56
Middle Management	233	84
Lower Management	320	116
Total	709	256

3.4 Instruments

The investigator used a questionnaire to gather primary data. Participants got questionnaires, which made it easy to record responses for future analysis, in order to gather data for this study. A questionnaire is a tool used to record, elicit, and collect data, according to Kothari (2017). Because it is affordable and allows respondents to finish the survey whenever it's convenient for them, the researcher used the self-administered questionnaire approach for each respondent. When printed surveys are utilized, all bias is removed. Short and easy questions were included in the questionnaire's construction to encourage high response rates. The survey consisted of closed-ended questions with responses fluctuating from Strongly Disagree (1) to Strongly Agree (5) on a Likert scale of 1 to 5. It was divided into two sections, the first of which is intended to collect generic respondent's data. The other section focused on independent variables.

3.5 Pilot Study

A pilot study is a research study conducted before the intended study (Pearson, Naylor, Ashe, Fernandez, Yoong & Wolfenden, 2020). Prior to testing, pilot research was carried out to evaluate the reliability and validity of the data collection instrument. A preliminary investigation was conducted by the researcher using 25 questionnaires that the employees of the State Department of Vocational and Technical Training filled out. Williamson (2010) stated that for high accuracy in pilot studies, the appropriate range for the pilot test size is 1%–10% of the sample size. Thus, the researcher adopted 10% of the sample population as a pilot study, which included 25 respondents. The pilot study's respondents were not part of the study's respondents in the research findings. The questions were modified by the scholar in light of the pilot study's conclusions. Any survey issues are shown by the pilot study (Kothari, 2017).

3.5.1 Validity Test

Validity, according to Mugenda and Mugenda (2003), is the extent to which data match what is intended to be measured. Content validity ensures a measurement reflects its intended domain, requiring experts to evaluate the instrument's relevance and comprehensiveness. The questionnaire was given to the Management University of Africa supervisor and other subject-matter experts to get their input and to verify that it is representative enough to measure the variables in order to prove content validity.

3.5.2 Reliability Test

An instrument's degree of consistency and stability is referred to as its reliability (Kumar, 2010). This study adopted internal consistency reliability technique that is measured by the

Cronbach's alpha coefficient. For this investigation, Cronbach's alpha was employed to evaluate the reliability of the questionnaire items, ensuring that they constantly assess the same fundamental concept. This guaranteed the reliability of the responses related to the different organizational culture types. Cooper and Schindler (2006) state that a Cronbach's alpha value in the range of 0.7 to 0.9 is regarded as satisfactory. Asikhia (2009) suggests a dependability cut off of 0.6, whereas Gliem and Gliem (2003) advocate a Cronbach's value of 0.7.

3.6 Data Collection Procedure

The researcher obtained university clearance before initiating the investigation. The researcher also secured a license from NACOSTI. The researcher arranged a meeting with the respondents prior to the study to ensure they were committed to implementing the findings. Before initiating the data collection procedure, the investigator notified the participants. The limitations and objectives of the examination were regularly deliberated throughout the procedure. The reviews were sent with a letter describing the goals and limitations of the research. Questionnaires were distributed to respondents, who then filled them out and provided data for collection and examination.

3.7 Data Analysis and Presentation

The investigation used statistical data analysis. The data was subsequently analysed using SPSS Version 28. Following the gathering and organization of data, it was assessed using descriptive statistics to determine mean and standard deviation. Creswell and Plano (2011) observed that descriptive statistics give clearly defined data with values. The analysed data was presented in tabular format for ease of comprehension. The investigation contained multiple linear regression, which was utilized to analyse the depth of examination meanwhile it includes evaluating notions inside the aim by removing additional understandings into the issue. A linear multiple regression analysis model was used to determine the relationship between administrative philosophy and employee performance. The model is provided as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y=Employee Performance

β_0 = is a constant beta factor

X_1 = Clan culture

X_2 = Adhocracy culture

X_3 = Market culture

X_4 = Hierarchy culture

ε = Error factor

3.8 Ethical Considerations

Ethics in research was crucial for two main reasons: First and foremost, research ethics were essential to advancing the goals of the study, including truth, knowledge, and mistake prevention (Pietilä et al., 2020). Second, as research frequently entailed extensive collaboration and coordination across a wide range of individuals from many institutions and disciplines, ethical norms supported the principles of responsibility, trust, respect, and justice—values that were fundamental to collaborative work (Pietilä et al., 2020). The code of ethics of Management University of Africa governed the conduct of this study. The university provided permission to conduct the research. Furthermore, a NACOSTI permission and ethical approval were secured. To prevent plagiarism, this thesis included full acknowledgment of all published and unpublished materials utilized in its writing.

3.8.1 Informed Consent

In any research project, consent referred to a consciously chosen participation in the study. Obtaining participants' consent and informing them of their rights, its objective and the steps that must be taken, the risks involved, and the benefits of taking part in the investigation were all necessary steps in obtaining informed consent to collect information and data from respondents. To ensure this investigation adhered to research ethics, the investigator obtained authorization from relevant authorities. Also, interviews were conducted with respondents who verbally consented.

3.8.2 Voluntary Participation

Voluntary participation referred to a human study participant using their free will to decide whether or not to take part in an investigation (Akdeniz et al., 2021). This meant that the participant had to provide their informed consent for the research to be conducted. The investigation's objective was explained to research participants so they could decide for themselves whether or not to take part.

3.8.3 Confidentiality

Maintaining the privacy of concepts and data was essential to research confidentiality. A concise preamble to a survey guaranteed that the information provided would be utilized exclusively for educational determinations and offered a certain degree of confidentiality. The parties only participating in the research had access to the information gathered for this project, which was handled with the strictest secrecy.

3.8.4 Privacy

Research privacy, a component of research codes and ethics, stipulated that every researcher must have the right to privacy when conducting research (Pietilä et al., 2020). Additionally, it guaranteed respondent anonymity by ensuring that no respondents could be recognized solely from their interview or survey responses.

3.8.5 Anonymity

According to Mugenda (2009), anonymity was the preservation of confidentiality by not revealing respondents' racial or ethnic background, not using their names, and not sharing any other private information about them. All respondents were coded to preserve anonymity; hence, they were not required to answer surveys using their true identities.

3.9 Chapter Summary

This section examined the study methodologies that were employed to undertake these inquiries. The nature of the inquiry drew attention to the descriptive design, which was the fundamental method for conducting research and data analysis. Furthermore, a detailed explanation of the analytical methodologies utilized, as well as the target population, sample size, sampling strategy, and research apparatuses used to collect information, were provided.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The presentation of research findings, study limitations, and chapter summary are all covered in this chapter.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The research sampled 256 participants, with 192 questionnaires returned representing 75% response rate. A response rate of 75% is deemed adequate for statistical correctness, which is crucial for defining a test's statistical power and assessing the trustworthiness of study findings (Mugenda & Mugenda, 2003). The larger the response rate, the greater the statistical power. According to Mugenda & Mugenda (2003), 50% of response rate is considered sufficient, 60% is seen as good, 70% and above is regarded as excellent for data analysis and findings reporting.

Table 5: Response Rate

Category	Frequency	Percentage
Response	192	75%
Non-response	64	25%
Total	256	100

4.1.2 Reliability Test

The study sought to determine the reliability of the study variables as shown on table 6.

Table 6: Reliability Test

Variable	Cronbach's Alpha	Comment
Clan Culture	0.799	Accepted
Adhocracy Culture	0.798	Accepted
Market Culture	0.850	Accepted
Hierarchy Culture	0.711	Accepted
Employee Performance	0.712	Accepted

The reliability test findings in Table 6 reveal that all variables in the research had acceptable Cronbach's Alpha values, implying high internal consistency (Frankfort & Nachmias 2012). Cronbach's Alpha was 0.799 for clan culture, 0.798 for adhocracy culture, 0.850 for market culture, and 0.711 for hierarchical culture. Employee performance also showed dependability, with a score of 0.712. The investigation's benchmark was set by Frankfort-Nachmias and Nachmias (2012), who set the Alpha value criterion at 0.7.

4.1.3 Demographic Results

According to Benjamin (2021), demographic analysis is the study of a population-based on factors such as age, race, and sex. Demographic data refers to socioeconomic information expressed statistically, including employment, education, income, marriage rates, birth and death rates, and more. The demographic data of the participants who made up the study's sample is shown in this section. Gender, age, level of education, experience level, position held and the understanding of organizational culture are the subheadings under which it is displayed.

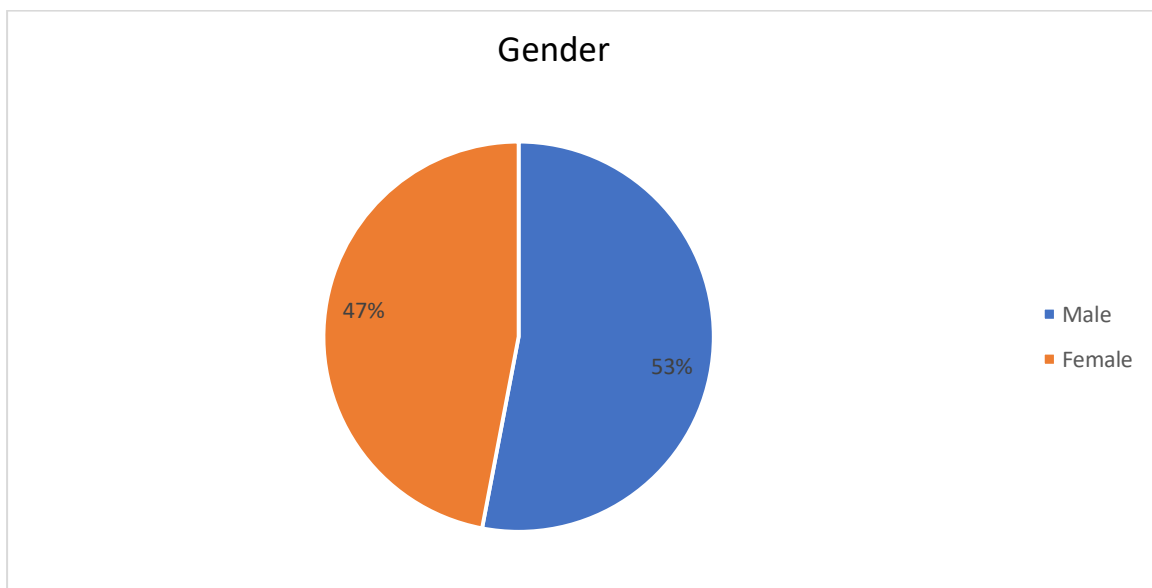


Figure 2: Gender

Gender refers to whether they are female or male (Acar, 2012). The investigator asked the respondents about their gender. The bulk of responders were men (53%), with women accounting for 47%. According to the data, there was a gender balance representation, with males being the majority. Kothari (2004) asserts that gender is a crucial factor to take into account while evaluating respondents' opinions on various subjects.

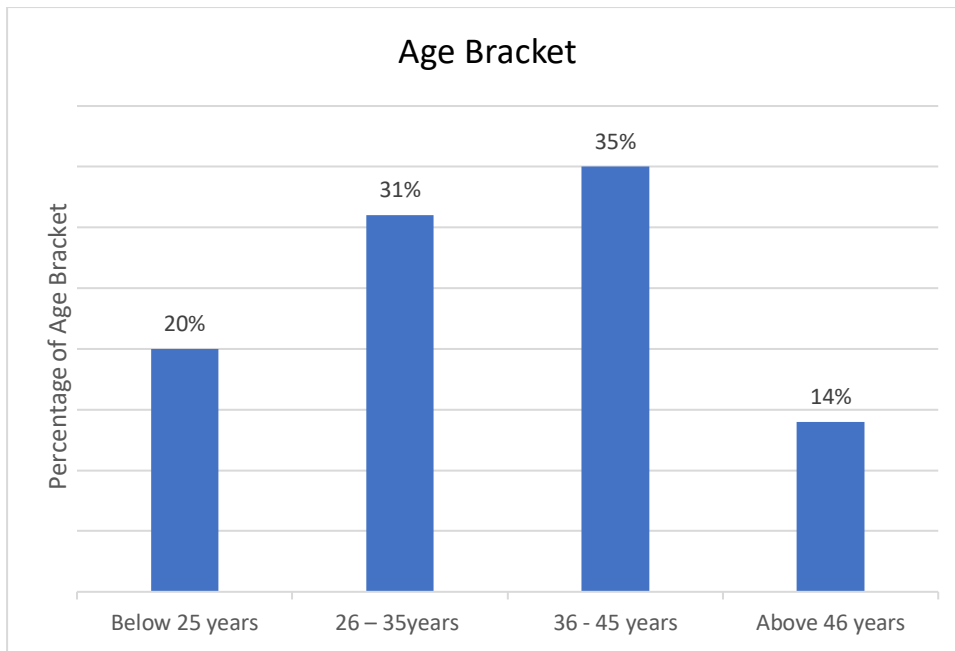


Figure 3: Age Bracket

When asked their age, the respondents supplied the following information. Based on the results of the investigation, 31% of individuals polled were between the ages of 26 and 35, 35% were between the ages of 36 and 45, 14% were 46 years or older, and 20% were under the age of 25. The study's findings are shown in Figure 3. As Kombo and Tromp (2009) note, respondents' age has a significant impact on how they feel about certain issues.

Table 7: Highest Level of Education

Category	Frequency	Percentage
Certificate	11	5.7%
Diploma	47	24.5%
Degree	93	48.4%
Postgraduate	41	21.4%
Total	192	100%

The research determined the respondents' degree of education. The results indicate that 48.4% of respondents were undergraduate students, followed by diploma holders (24.5%), postgraduate students (21.4%), and certificate holders (5.7%). The study's discoveries are shown in Table 7. According to King and McGarth (2012), education is a crucial factor that has a favourable influence on the growth of enterprises since it facilitates the acquisition of information in a certain area.

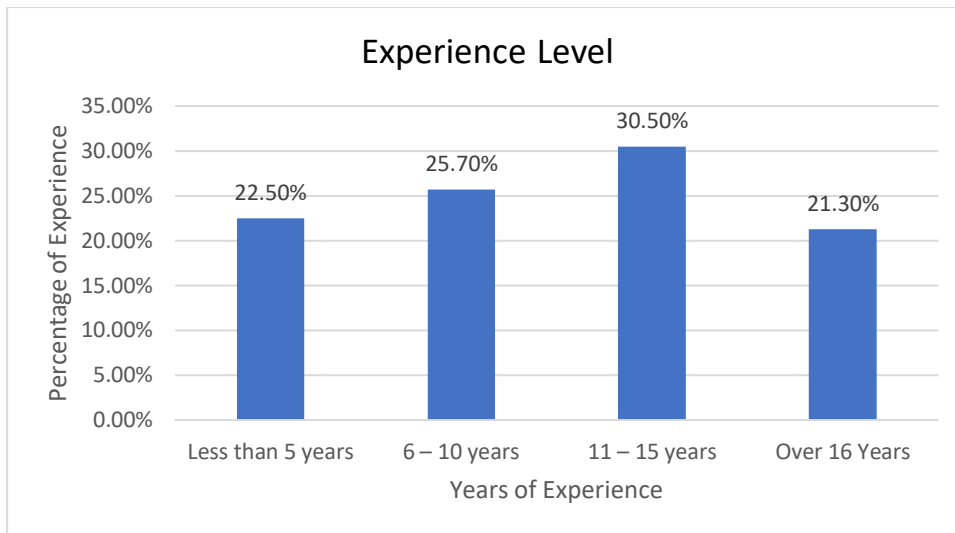


Figure 4: Experience Level

The inquiry determined the experience level of individuals who responded. According to the study's findings, 25.7% of individuals polled had worked in the public service for six to ten years, they were followed by those who had worked for eleven to fifteen years (30.5%), those who had worked for more than sixteen years (21.3%), and those who had worked for fewer than five years (22.5%). Figure 4 displays the conclusions. In his research, Mbui (2016) found that respondents with longer tenure in the organizations were more knowledgeable about the topics the researcher was searching for.

Table 8: Position Held in the Organization

Category	Frequency	Percentage
Top management	38	19.7%
Middle management	65	33.9%
Lower management	89	46.4%
Total	192	100

Table 8 illustrates the findings based on the position held within the company. According to the statistics, top management accounts for 19.7%, followed by middle management at 33.9%. Particularly, lower management accounts for the greatest part (46.4%). The total number of jobs examined was 192, indicating a well-defined management hierarchy that may affect the business environment and how decisions are made. Menz, M. (2012) emphasized the need of understanding respondents' positions in order to properly study organizational dynamics.

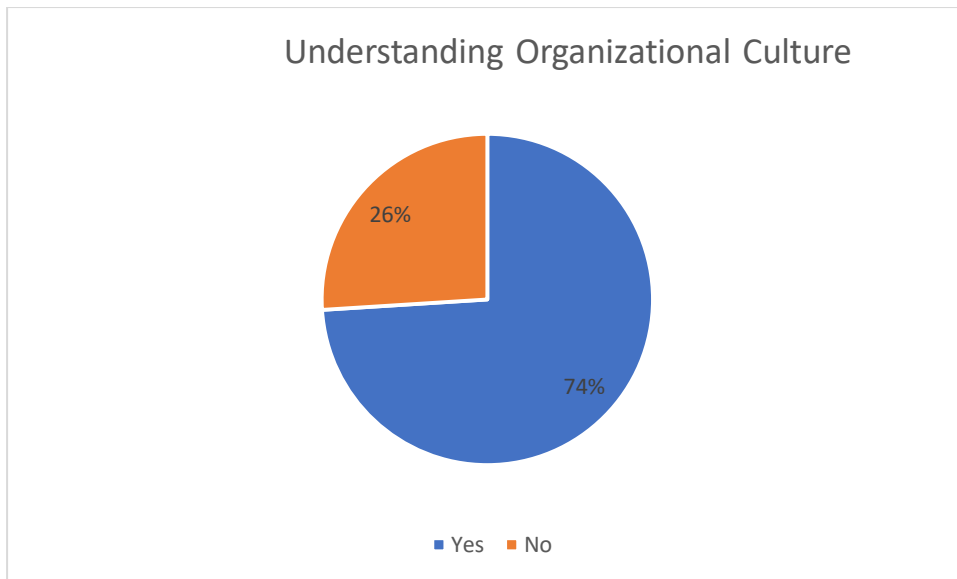


Figure 5: Understanding Organizational Culture

Figure 5 depicts employees' awareness of company culture. A strong 74% confirm their understanding, whereas 26% express a lack of awareness of the culture. Lubis and Hanum (2020) underlined the importance of understanding respondents' awareness of the issue of research.

4.1.4 Descriptive Statistics

Descriptive statistics summarize and arrange data to offer an overview of its key features. They comprise measurements like mean, median, mode, standard deviation, and range, which serve to describe trends, core tendencies, and variability in a dataset (Nick, 2007).

4.1.4.1 Clan Culture

The study intended to assess the effect of clan culture on the employee performance of public service in Kenya.

Table 9: Clan Culture

Statement	Mean	STD
Our organization fosters a strong sense of group identity among its employees, which promotes collaboration.	4.01	1.109
Employees in our department follow common values and norms that govern their work behaviors and interactions.	3.95	1.062
Mentorship is an important part of our organizational culture, and senior staff actively support and guide junior employees.	3.87	1.101
Employee involvement in decision-making processes is encouraged and valued in our department.	3.84	1.025
Teamwork is consistently encouraged and plays an important role in our department's success.	3.87	0.687
Our organization's employees share a strong sense of community and mutual support.	3.98	0.831
Collaboration between different teams and departments is common, which leads to better performance outcomes.	4.01	0.831

The data in Table 9 demonstrate that clan culture has a major influence on employee performance in Kenya's public service. The mean values show that employees have a strong sense of group identification (mean = 4.01, SD = 1.109) and adhere to common values and standards (mean = 3.95, SD = 1.062). Mentorship (mean = 3.87, STD = 1.101) and employee

participation in decision-making (mean = 3.84, STD = 1.025) are somewhat valued, which contributes to team performance. Collaboration within teams improves performance (mean = 4.01, STD = 0.831), whereas a sense of community is common (mean = 3.98, STD = 0.831).

4.1.4.2 Adhocracy Culture

Table 10 shows the descriptive findings for adhocracy culture.

Table 10: Adhocracy Culture

Statement	Mean	STD
Our department actively promotes innovation, encouraging employees to generate and implement new ideas.	3.94	0.993
Work processes and roles are flexible, allowing employees to adapt to changing circumstances effectively.	4.28	1.166
Workers are urged to take measured chances and are given support when experimenting with new approaches.	3.81	0.831
Our department values adaptability, which allows us to quickly respond to new challenges and opportunities.	3.64	1.253
Employees are given the freedom to experiment with innovative solutions, and their creativity is recognized and rewarded.	3.82	1.100
The organization encourages and funds innovative approaches to problem solving and project development.	4.10	0.999
Employees are encouraged to think creatively and push the limits of traditional working methods.	4.03	1.243

Table 10 presents the adhocracy culture findings, which highlight creativity and flexibility as significant drivers of employee performance. Employees can efficiently adjust to changing situations then to the flexibility of work procedures and responsibilities (mean = 4.28, STD = 1.166). Promoting innovation (mean = 3.94, STD = 0.993) and promoting risk-taking (mean = 3.81, STD = 0.831) improves overall performance. The organization encourages and promotes

innovation (mean = 4.03, STD = 1.243), and supporting unique problem-solving techniques (mean = 4.10, STD = 0.999) allows staff to thrive at project development.

4.1.4.3 Market Culture

The study intended to assess the effect of market culture on the employee performance of public service in Kenya.

Table 11: Market Culture

Statement	Mean	STD
Our department is driven by a competitive spirit, with a strong focus on outperforming our peers and producing superior results.	4.04	0.810
Customer satisfaction is a top priority, and employees strive to consistently meet and exceed their customers' expectations.	4.10	0.991
Our department is highly results-oriented, with a strong emphasis on meeting measurable goals and objectives.	3.89	0.742
Goal-setting is an ongoing and essential component of our work processes, guiding our efforts and assessing success.	4.01	0.783
High performance is recognized and rewarded, motivating employees to consistently deliver outstanding results.	4.15	0.712
Continuous training and development are provided to employees to improve their skills and performance in response to market demands.	3.51	0.849
Achieving performance targets is a key indicator of success, and our department consistently emphasizes this.	3.79	0.793

In Table 11, the market culture is considered by keenness and a results-oriented orientation, which leads to enhanced employee performance. The state departments emphasize on outperforming peers (mean = 4.04, STD = 0.810) and on customer satisfaction (mean = 4.10, STD = 0.991) guarantees that staff achieve high expectations. Employees are motivated to provide great outcomes by setting goals (mean = 4.01, STD = 0.783) and receiving acknowledgment for good performance (mean = 4.15, STD = 0.712). However, continual

training (mean = 3.51, SD = 0.849) requires improvement in order to increase performance even more.

4.1.4.4 Hierarchy Culture

The study intended to assess the effect of hierarchy culture on the employee performance of public service in Kenya.

Table 12: Hierarchy Culture

Statement	Mean	STD
Stability is highly valued in our firm, and consistency, and we work according to established procedures and policies.	4.23	0.982
Formality is an important aspect of our workplace, with clear and structured processes for decision-making and communication.	4.12	0.987
Employees have well-defined roles and responsibilities, which helps to ensure workplace efficiency and clarity.	3.96	0.736
Our department maintains a hierarchical structure with clearly defined lines of authority and decision-making processes.	3.70	0.709
Accountability is a fundamental expectation, with employees held accountable for their actions and results.	3.54	0.839
The organization operates under a well-defined chain of command, ensuring that decisions and directives are clearly communicated and enforced.	4.14	0.751
It is required of all workers to follow established policies and procedures, which ensures consistency and order in our workplace.	3.91	1.016

Table 12 shows that a hierarchical culture values stability and consistency in employee performance. The department follows defined processes (mean = 4.23, SD = 0.982), which help to clarify decision-making (mean = 4.12, SD = 0.987). Defined duties (mean = 3.96, STD = 0.736) improve productivity, while a clear chain of command (mean = 4.14, STD = 0.751) ensures that commands are transmitted properly. However, accountability (mean = 3.54, SD = 0.839) is slightly lower, highlighting the need for stricter steps to enhance performance.

4.1.4.5 Employee Performance in Public Service

Table 13 shows the descriptive findings for employee performance in public service.

Table 13: Employee Performance in Public Service

Statement	Mean	STD
The organizational culture of the State Department of Basic Education has a favorable impact on staff productivity.	3.86	0.973
A high connection between organization principles and employee behavior boosts work satisfaction in the public service.	4.18	0.725
The present corporate culture drives personnel to effectively fulfill departmental goals.	4.04	0.727
The organizational culture in my department reduces absenteeism while increasing employee commitment.	3.91	0.981

Table 13 summarizes the data of employee performance in the public service. The State Department of Basic Education's organizational culture has a favourable influence on staff productivity (mean = 3.86, SD = 0.973), and there is a strong relationship between corporate principles and employee behaviour (mean = 4.18, SD = 0.725). The business culture encourages employees to meet departmental objectives (mean = 4.04, STD = 0.727) while decreasing absenteeism (mean = 3.91, STD = 0.981). Overall, the results indicate that organizational culture has a considerable impact on employee performance in the public service.

4.1.5 Inferential Statistics

Inferential statistics is the use of sampled data to draw inferences or make predictions about a broader sample data set or population. Inferential statistics involves drawing conclusions about a population based on a sample's data. It uses probability theory to make predictions or test hypotheses. This helps generalize findings beyond the observed data (Edmondson, 2018).

4.1.5.1 Correlation Analysis

Correlation analysis evaluates the degree and direction of a link between two variables. It measures how one variable changes in relation to another by utilizing correlation coefficients, which range from -1 to 1 and indicate a negative, positive, or no link (Franzese & Iuliano, 2018).

Table 14: Correlation

		Employee Performance	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	192				
Clan Culture	Pearson Correlation	0.346**	1			
	Sig. (2-tailed)	0.001				
	N	192	192			
Adhocracy Culture	Pearson Correlation	-0.260**	0.165	1		
	Sig. (2-tailed)	0.004	0.000			
	N	192	192	192		
Market Culture	Pearson Correlation	0.324	0.237	0.423	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	192	192	192	192	
Hierarchy Culture	Pearson Correlation	0.453**	0.265	0.453**	0.235**	1
	Sig. (2-tailed)	0.001	0.003	0.001	0.023	
	N	192	192	192	192	192

The Pearson correlation table 14 shows the links between employee performance and several organizational cultures (clan, adhocracy, market, and hierarchy) (Huang, Wu, & Huang 2022). Market culture had the highest positive association with employee performance ($r = 0.453$, $p < 0.001$), whereas clan culture has a lesser but still substantial positive correlation ($r = 0.346$, $p < 0.001$). Adhocracy and hierarchical cultures also have favourable relationships, but to a lesser level, having ($r = -0.260$, $p = 0.004$) and ($r = 0.324$, $p = 0.001$) respectively.

4.1.5.2 Regression Analysis

Regression analysis is a collection of statistical procedures used to estimate the associations between a dependent variable and one or more independent variables (Karlsen, 2011). If one of the coefficients of the independent variable is held constant, the outcome variable may be predicted using the linear equation that results from regression analysis. For the variables under study, linear regressions were created using SPSS. Regression coefficients, ANOVA, and the summary model are all part of the study.

Table 15: Test for Multicollinearity

Model	Variable	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Clan culture	0.361	4.81
	Adhocracy culture	0.352	3.03
	Market culture	0.204	2.30
	Hierarchy culture	0.213	3.45

Prior to regression analysis, multicollinearity diagnostics were performed to examine correlations between the four independent variables in this inquiry. According to Sekaran and Bougie (2016), multicollinearity "is an often-encountered statistical phenomenon in which two or more independent variables in a multiple regression model are highly correlated." As a result, the regression coefficients are estimated incorrectly. In research, multicollinearity is tested using the tolerance value and the variance inflation factor (VIF). These measurements demonstrate how one predictor variable is influenced by another. Extremely low tolerance values (0.10 or below) and high VIF values (10 or higher) imply strong collinearity. Thus, the results in Table 15 indicated that there was no multicollinearity problem in the regression model as there were no tolerance values below 0.10 or VIF value above 10.

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.732 ^a	0.536	0.529	5.50976

a. Predictors: (Constant) Clan culture, Adhocracy culture, Market culture and Hierarchy culture

According to the regression model summary in table 16, the R-square is 0.536, indicating that the independent variables of clan culture, adhocracy culture, market culture, and hierarchical culture explain only 53.6% of the variation in employee performance. Other independent variables missing in the regression model accounted for the remaining 46.4% variation in the dependent variable.

Table 17: ANOVA

	df	Sum of Squares	Mean Square	F	Sig.
Regression	4	396.32	89.65	29.42	0.000 ^b
Residual	187	287.09	43.22		
Total	191	682.41			

a. Dependent Variable: Employee Performance

b. Predictors: Clan Culture, Adhocracy Culture, Market Culture, Hierarchical Culture

The research performed an analysis of variance (ANOVA). According to the analysis in table 17, the p-value is less than 0.05. The F-statistic is 29.42, with a level of significance of 0.000^b. The p-value is significant, indicating that the independent factors are trustworthy and appropriate for predicting the dependent variable.

Table 18: Regression Coefficients for the Overall Moderated Model

Model	Unstandardized Coefficients		Standardize	T	Sig.
	B	Std. Error	d Coefficients Beta		
(Constant)	5.445	0.473		4.744	0.001
Clan culture	0.305	0.099	0.447	3.004	0.001
Adhocracy culture	0.300	0.021	0.343	4.294	0.002
Market culture	0.273	0.101	0.278	2.545	0.004
Hierarchy culture	0.209	0.063	0.465	2.740	0.000

a. Dependent Variable: Employee Performance.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = 5.445 + 0.305X_1 + 0.300X_2 + 0.273X_3 + 0.209X_4 + \varepsilon$$

The regression coefficients in Table 17 presented an overall regression model as follows:

The B_0 value of 5.445 is a constant value of employee performance when all determinants are equal to zero as indicated on Table 18. The model indicates that clan culture has a significant effect on employee performance; a unit change in clan culture will result in 0.305-unit (30.5%) change in employee performance, $\text{sig} = 0.001 < 0.05$, when other variables are held constant. The model indicates that adhocracy culture has a significant effect on employee performance; a unit change in adhocracy culture will result in 0.300-unit (30%) change in employee performance, $\text{sig} = 0.002 < 0.05$, when other variables are held constant.

The model indicates that market culture has a significant effect on employee performance; a unit change in market culture will result in 0.273 -unit (27.3%) change in employee performance, $\text{sig} = 0.004 < 0.05$, when other variables are held constant. The model indicates that hierarchy culture has a significant effect on employee performance; a unit change in hierarchy culture will result in 0.209-unit (20.9%) change in employee performance, $\text{sig} = 0.000 < 0.05$, when other variables are held constant.

The t-statistic indicates how many standard errors the coefficient is from zero. In general, any t-value more than +2 and less than -2 is acceptable. The higher the t-value, the more confident in the coefficient as a predictor (Chapman, 2012). The t-values for all variables are more than 2, showing that each cultural type makes a substantial contribution to the model. Clan culture has a high positive impact (t-value = 3.004), indicating that promoting teamwork and a sense of belonging improves employee performance. Adhocracy culture has a t-value of 4.294, indicating a strong positive influence, implying that flexibility and creativity promote employee success. Market culture, with a t-value of 2.545, also has a positive impact, demonstrating that a results-oriented, competitive atmosphere improves performance. Despite being smaller, hierarchical culture, with a t-value of 2.740, has a substantial beneficial effect, emphasizing the importance of structure and formal processes.

4.2 Limitations of the Study

The State Department for Basic Education in Kenya was the only subject of this study, which may have limited its applicability to the broader public service. Since key data for the study was gathered from respondents' impressions, biases or errors in determining the actual impact of organization culture on employee performance may have been introduced. Furthermore, cultural diversity among employees was not taken into consideration in the study, which might have an influence on how people perceive and react to organization culture. Additionally, the study only examined four organizational culture components, excluding other potentially important elements that might have an impact on worker performance in various public service sectors.

4.3 Chapter Summary

Chapter Four discusses the impact of organizational culture on employee performance in Kenya's State Department for Basic Education. Key variables such as clan, adhocracy, market, and hierarchy culture were evaluated to determine their influence on employee performance. Additionally, the chapter examined demographic data of respondents, providing insights into their age, gender, education, and work experience. Inferential analysis, including correlation and regression techniques, was conducted to assess the relationships between the cultural variables and employee performance. Reliability tests ensured the consistency of the data, and regression analysis further clarified the strength and direction of these relationships.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

The chapter discusses summary of findings, conclusions as well as recommendations of the study.

5.1 Summary of Findings

5.1.1 Demographics

The study found that the majority of respondents were male (53%), with women accounting for 47%. The majority were aged between 26 and 35, with 48.4% being undergraduate students. Education is crucial for enterprise growth, as it facilitates information acquisition. The experience level of respondents was 25.7% working in the public service for six to ten years, with longer tenure indicating better knowledge. Top management accounts for 19.4%, followed by middle management at 33.7%, and lower management at 46.1%. The total number of jobs examined was 192, indicating a well-defined management hierarchy. Employees' awareness of company culture was 74%, while 26% expressed a lack of awareness.

5.1.2 Clan Culture and Employee Performance

The study examined the effects of clan culture on employee performance in public service in Kenya. The findings revealed that clan culture significantly impacts employee performance in Kenya's public service. Employees exhibit strong group identification, common values, and standards, while mentoring, participation in decision-making, collaboration, and a sense of community contribute to team performance. Clan culture showed a positive but lesser correlation with employee performance, with a correlation coefficient of $r=0.346$, and this was also statistically significant at $p<0.001$. The regression results indicates that clan culture has a significant effect on employee performance; a unit change in clan culture will result in 0.305-unit (30.5%) change in employee performance, $\text{sig} = 0.001 < 0.05$, when other variables are held constant.

5.1.3 Adhocracy Culture and Employee Performance

The study established the effects of adhocracy culture on employee performance in public service in Kenya. The findings revealed that creativity and flexibility are key drivers of employee performance in an adhocracy culture. Flexible work procedures, innovation, risk-taking, and unique problem-solving techniques improve overall performance, allowing staff to thrive in project development. Adhocracy culture had a smaller but still favourable relationship

with employee performance, with a correlation coefficient of $r=-0.260$, and this result was significant at $p=0.004$. The regression analysis indicates that adhocracy culture has a significant effect on employee performance; a unit change in adhocracy culture will result in .300-unit (30%) change in employee performance, $\text{sig} = 0.002 < 0.05$, when other variables are held constant.

5.1.4 Market Culture and Employee Performance

The study determined effects of market culture on employee performance in public service in Kenya. According to results, the market culture is competitive and results-oriented, leading to enhanced employee performance. Emphasis on outperforming peers and customer satisfaction ensures high expectations. Employees are motivated by setting goals and receiving recognition, but continual training is needed for further improvement. Market culture had the highest positive association with employee performance, with a correlation coefficient of $r=0.453$, and the result was statistically significant at $p < 0.001$. The regression analysis indicates that market culture has a significant effect on employee performance; a unit change in market culture will result in 0.273 -unit (27.3%) change in employee performance, $\text{sig} = 0.004 < 0.05$, when other variables are held constant.

5.1.5 Hierarchy Culture and Employee Performance

To examine effects of hierarchy culture on employee performance in public service in Kenya. The results revealed a hierarchical culture that values stability and consistency in employee performance. It suggests that defined processes, defined duties, and a clear chain of command improve productivity, but lower accountability suggests the need for stricter steps. Hierarchy culture exhibited a positive correlation with employee performance, with a correlation coefficient of $r=0.324$, and the result was statistically significant at $p=0.001$. The regression analysis indicates that hierarchy culture has a significant effect on employee performance; a unit change in hierarchy culture will result in 0.209-unit (20.9%) change in employee performance, $\text{sig} = 0.000 < 0.05$, when other variables are held constant.

5.2 Conclusion

Based on the findings, the study presents the following conclusions:

Clan culture significantly influences employee performance by fostering a strong sense of group identification, shared values, and teamwork. When employees feel connected to their organization and supported through mentoring, they are more engaged in decision-making, leading to better collaboration and overall performance. Encouraging a sense of belonging and

collaboration boosts productivity, confirming that clan culture has a notable impact on employee success.

Adhocracy culture enhances employee performance by promoting creativity, adaptability, and risk-taking. Employees are encouraged to adapt to changing circumstances, explore new ideas, and think innovatively, which results in higher productivity. The emphasis on innovation and flexibility is crucial for employee development and goal achievement, demonstrating that an adhocracy culture plays a key role in improving performance.

Market culture improves employee performance by fostering a competitive, results-driven environment. Employees are motivated to achieve exceptional results by focusing on outperforming peers, satisfying customers, and setting clear goals. This culture's focus on measurable outcomes and continuous improvement significantly enhances overall staff productivity in public service.

Hierarchical culture, with its emphasis on consistency, stability, and well-defined roles, also impacts employee performance. Employees working within a structured and formalized system can perform effectively by following established protocols, which leads to clear communication and accountability. Although its impact is less pronounced compared to other cultural types, structure and well-defined decision-making processes are essential for maintaining productivity.

5.3 Recommendations

This study recorded a significant positive correlation between clan culture and employee performance in public service in Kenya. It, therefore, recommends that the public service expand employee participation in decision-making and fortify mentorship programs even further. Collaboration and a strong feeling of group identification that were previously there should be preserved since they greatly improved performance. To promote team performance, greater attention should be paid to fostering common norms and values.

This study recorded a significant positive correlation between adhocracy culture and employee performance in public service in Kenya. It, therefore, recommends that the public service keep encouraging risk-taking and provide funds for original ways to problem-solving in order to foster innovation and flexibility. Work procedures should continue to be flexible since this allowed people to adapt to change in a productive way. To maintain high performance, initiatives to encourage innovation and reward creativity should also be strengthened.

This study recorded a significant positive correlation between market culture and employee performance in public service in Kenya. It, therefore, recommends that public service prioritize ongoing training to improve staff members' abilities and output. Although customer satisfaction and competitiveness were highly valued, goal-setting and recognizing top performers required more focus. Improving staff training programs would guarantee ongoing progress in satisfying demanding requirements of customers and high-performance standards.

This study recorded a significant positive correlation between hierarchy culture and employee performance in public service in Kenya. It, therefore, recommends that in order to sustain efficient performance, the public service has been urged to keep clear decision-making processes and organized procedures. To address weaker regions in this respect, however, it was suggested that tougher accountability procedures be put in place. To guarantee ongoing stability and consistency in performance, the clearly defined responsibilities and command structure should also be strengthened.

The results of this study add actual data from Kenya's public service to the body of knowledge already available on organizational culture and worker performance. Subsequent investigations ought to scrutinise the association between diverse cultural aspects and worker performance in distinct public establishments. Longitudinal studies may also provide more profound insights into the long-term impacts of corporate culture on job satisfaction and employee performance in the public service.

Policymakers should place a strong emphasis on creating a culture of support inside the company inside public institutions in light of the study's findings. This entails advancing mentoring initiatives, stimulating creativity, and cultivating staff cooperation. It is recommended that policymakers create structures for ongoing education and training in order to improve the competencies and flexibility of their workforce. Incorporating employee input into decision-making procedures may also increase dedication and engagement, which will ultimately boost public service performance as a whole.

In an effort to enhance worker performance, practitioners in public service organizations should concentrate on improving their organizational culture. Collaborative environments may be created via putting mentoring programs into action and encouraging cooperation. Employees that are encouraged to be creative and flexible will be better able to adjust to changing

circumstances. Employee motivation may also be increased by setting explicit performance targets and praising good performers. In public service contexts, fostering a culture that appreciates employee input and continual development is crucial to optimizing work happiness and efficiency.

5.4 Suggestions for Further Research

The researcher recommends that further studies be conducted in the public service to cover the following organizational cultures: bureaucratic culture, task culture, person culture, and collaborative culture. These studies might offer insightful information on how these cultures affect employee performance and overall organizational effectiveness.

REFERENCES

- Abane, J. A., Adamtey, R., & Ayim, V. O. (2022). Does organizational culture influence employee productivity at the local level? A test of Denison's culture model in Ghana's local government sector. *Future Business Journal*, 8(1), 34.
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.
- Al-bawaia, E., Alshurideh, M., Obeidat, B., & Masa'deh, R. (2022). The impact of corporate culture and employee motivation on organization effectiveness in Jordanian banking sector. *Academy of Strategic Management Journal*, 21(2), 1-18.
- Alexandrescu, M. (2018). Organizational Culture and Leadership of the European Union. *Journal of Global Politics and Current Diplomacy*, 6(2), 4-22.
- Aristarini, C. C., Riyadi, S., & Halik, A. (2024). The Effect of Transformational Leadership and Organizational Culture on Employee Performance with Work Environment as Mediation Variable (Study at PT Japura Inti Pangan). *International Journal of Economics (IJEK)*, 3(1), 98-108.
- Atfraw, H. (2019). The Effect of Organizational Culture on Employee Performance: The Case of Berhan International Bank sc.
- Bamidele, R. (2022). Organizational culture. *Industrial Sociology, Industrial Relations and Human Resource Management*, 284-292.
- Cai, W., Lysova, E. I., Khapova, S. N., & Bossink, B. A. (2019). Does entrepreneurial leadership foster creativity among employees and teams? The mediating role of creative efficacy beliefs. *Journal of Business and Psychology*, 34, 203-217.
- Chesenge, K. D., & Njuguna, J. W. (2022). Organizational culture and knowledge management: A case of Postal Corporation of Kenya in Nakuru County. *International Academic Journal of Human Resource and Business Administration*, 4(1), 69-87.
- Coghlan, D. (2021). Edgar Schein on change: Insights into the creation of a model. *The Journal of Applied Behavioral Science*, 57(1), 11-19.
- Driskill, G. (2018). *Organizational culture in action: A cultural analysis workbook*. Routledge.

- Engdaw, B. D. (2020). The impact of quality public service delivery on customer satisfaction in Bahir Dar city administration: The case of Ginbot 20 sub-city. *International journal of public administration*, 43(7), 644-654.
- Gambo, N., Kassah, V., & Rikwentishe, R. (2020) Effect of Organizational Culture on Employee Performance in Jaiz Bank Nigeria Plc.
- Hernandez, J. C. M. (2022). Importance on Organizational Culture of Family-Owned Small and Medium-Sized Enterprises at The Digital Age Selected Recommendations Using the Denison Model. *Leadership And Management Theory in Practice*, 9.
- Islami, V., & Yanti, V. A. (2024). Analysis Influence Organization Culture Against Employee Performance (Case Study at Bina Sarana Informatika University). *Journal of Management*, 3(1), 185-189.
- Kausar, S. (2014). Impact of quality culture on employees' motivation: A study on education sector of Pakistan. *Middle-East Journal of Scientific Research*, 22(7), 1082-1089.
- Kaviti, L. (2018). The New Curriculum of Education in Kenya: A Linguistic and Education Paradigm Shift. University of Nairobi.
- Kenedi, J., Satriawan, B., & Khaddafi, M. (2022). The effect of organizational culture on employee performance. *International Journal of Educational Review, Law and Social Sciences (IJERLAS)*, 2(6), 817-826.
- Khripunov, I. (2023). National and organizational culture. In *Human Factor in Nuclear Security: Establishing and Optimizing Security Culture* (pp. 13-30). Cham: Springer International Publishing.
- Koesmono, H. T. (2014). The influence of organizational culture, servant leadership, and job satisfaction toward organizational commitment and job performance through work motivation as moderating variables for lecturers in economics and management of private universities in east Surabaya. *Educational Research International*, 3(4), 25-39.
- Kokt, D., & Ramarumo, R. (2015). Impact of organisational culture on job stress and burnout in graded accommodation establishments in the Free State province, South Africa. *International Journal of Contemporary Hospitality Management*, 27(6), 1198-1213.

- Kwakye, E. (2018). Organisational culture and employee turnover: Evidence from Ghana. *Journal of economics, management and trade*, 21(2), 1-11.
- Liu, K. C., & Liao, W. C. (2017). An investigation on well performing Chinese enterprise's features of human resources management. *Journal of Organizational Culture, Communications and Conflict*, 21(2), 1-14.
- Mafrudoh, M. (2023). Impact Of Organizational Culture on Employee Performance. *Journal of Finance, Economics and Business*, 1(2), 65-82.
- Mamatha, S. V., & Geetanjali, P. (2020). Founder leaders and organization culture: A comparative study on Indian and American founder leaders based on Schein's model of organizational culture. *IIM Kozhikode Society & Management Review*, 9(1), 23-33.
- Manalu, G. (2022). Identifying an organizational culture model/framework for an effective approach to quality management: a comprehensive literature review. *Jurnal Multidisiplin Madani*, 2(12), 4250-4259.
- Mannion, R. (2022). *Making culture change happen*. Cambridge University Press.
- Mbirira, S. B. (2023). Corporate Culture and Performance of Kenya Commercial Bank. (Doctoral dissertation, Masinde Muliro University of Science and Technology).
- Mbuva, J. (2022). *Influence of Organizational Culture on Employee Performance of Health Non-Governmental Organizations in Nairobi County, Kenya* (Doctoral dissertation, University of Nairobi).
- Mohammadi, S. (2020). Organizational culture and its impact on organizational productivity. *International Journal of Human Capital in Urban Management (IJHCUM)*, 5(3), 267-276.
- Nguyen Van, H., Nguyen, A. T., Nguyen, T. T., Nguyen, H. T., Bui, H. T., Tran, P. T., & Nguyen, A. L. (2018). Individual and occupational differences in perceived organisational culture of a central hospital in Vietnam. *BioMed Research International*, 2018(1), 3759290.
- Njagi, A. W., Ngugi Kamau, J., & Muraguri, C. W. (2020). Adhocracy Culture and Strategy Implementation: An Application within Professional Bodies in Kenya. *International Journal of Business and Management*, 15(9), 47-57.

- Nwakoby, N. P., Okoye, J. F., & Anugwu, C. C. (2019). Effect of organizational culture on employee performance in selected deposit money banks in Enugu State. *Journal of Economics and Business*, 2(4).
- Opoku, E. O., Hongqin, C., & Aram, S. A. (2022). The influence of organizational culture on employee performance in the banking sector: Evidence from GCB Bank, Ghana. *European Journal of Business and Management Research*, 7(2), 168-175.
- Ozturk, O. (2020). Market integration and spatial price transmission in grain markets of Turkey. *Applied Economics*, 52(18), 1936-1948.
- Sangadji, E. M., & Sopiah, S. (2013). The Effect of Organizational Culture on Lecturers' Job Satisfaction and Performance: A Research in Muhammadiyah University throughout East Java. *International Journal of Learning & Development*, 3(3), 1-18.
- Scaliza, J. A. A., Jugend, D., Jabbour, C. J. C., Latan, H., Armellini, F., Twigg, D., & Andrade, D. F. (2022). Relationships among organizational culture, open innovation, innovative ecosystems, and performance of firms: Evidence from an emerging economy context. *Journal of Business Research*, 140, 264-279.
- Setiawan, I., & Purba, H. H. (2020). A systematic literature review of Key Performance Indicators (KPIs) implementation. *Journal of Industrial Engineering & Management Research*, 1(3), 200-208.
- Shahidi, H., Ali, K. A. M., & Idris, F. (2024, May). Perceived organizational culture and employee performance: moderating role of supervisor humour. In *Evidence-based HRM: a Global Forum for Empirical Scholarship* (Vol. 12, No. 2, pp. 305-335). Emerald Publishing Limited.
- Sriekaningsih, A., & Setyadi, D. (2015). The effect of competence and motivation and cultural organization towards organizational commitment and performance on state university lecturers in East Kalimantan Indonesia. *European Journal of Business and Management*, 7(17), 208-220.
- Suwandi, S., & Umam, K. (2021). The role of leadership in forming organizational culture in Islamic education institutions. *Evaluasi: Jurnal Manajemen Pendidikan Islam*, 5(2), 240-254.

- Syamsiana, S., Prasetya, A., & Nurtjahjono, G. E. (2024). The Influence of Organizational Culture on Employee Performance through Job Satisfaction and Work Motivation as Intervening Variables. *International Journal of Artificial Intelligence Research*, 7(2), 163-175.
- Thuku, R. W., Abiero, I. O., & Juma, D. (2016). Influence of organisational culture on employee performance: a case study of east African breweries limited. *International Journal of Science and Research*, 6(14), 1500-1506.
- Uddin, M. J., Luva, R. H., & Hossian, S. M. M. (2013). Impact of organizational culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63.
- Wahyuningsih, F., Suprayitno, S., & Palupi, D. A. P. (2024). The impact of work orientation and organizational culture on employee performance with motivation as moderating variable: A Survey on Employees of Sukoharjo Primary Tax Service Office. *Utsaha: Journal of Entrepreneurship*, 108-120.
- Wambugu, L. W. (2014). Effects of Organizational Culture on Employee Performance (Case Study of Wartsila-Kipevu Ii Power Plant). *European Journal of business and management*, 6(32).
- Wang, H., Li, J., Han, P., & Ouyang, L. (2023). The effects of differential organizational culture types on firm and individual performance in Eastern and Western cultural countries including China and the United States: a meta-analysis. *Asia Pacific Business Review*, 1-34.
- Zafar, M. S. (2018). Perception of public and private universities students regarding academic quality assurance standards. *Journal of Research in Social Sciences*, 6(1), 193-205.

APPENDICES

APPENDIX I: INTRODUCTION LETTER

To the Respondent,

RE: DATA COLLECTION

I am a Master's Degree Student at the Management University of Africa. In partial fulfillment of my degree, I am currently conducting research on **“EFFECT OF ORGANIZATION CULTURE ON PERFORMANCE OF PUBLIC SERVICE IN KENYA; A CASE STUDY OF THE STATE DEPARTMENT FOR BASIC EDUCATION”**

You have been chosen to become part of this research. I humbly request you to aid in the collection of data through completion of the accompanying questionnaire. The provided data will be strictly employed for purposes of academics and utmost confidentiality of the data upheld.

Thank you.

Cordially,

Chochu M. Rachel

The Management University of Africa

APPENDIX II: QUESTIONNAIRE

This questionnaire is conducting research on *the effect of organization culture on performance of public service in Kenya. A case study of the state department for basic education*. I'd like to know your thoughts and experiences on this topic. All information provided is strictly confidential. Participation in this study is voluntary, and you may withdraw at any time. Please take a few minutes to fill out the questionnaire. Your response would be greatly appreciated.

SECTION A: BASIC INFORMATION

Kindly Tick where appropriate

1. Gender:

Male () Female ()

2. Age bracket

Below 25 years () 26 – 35years ()

36 - 45 years () Above 46 years ()

3. Highest level of education

Certificate () Diploma ()

Degree () Postgraduate ()

4. No. of years worked in your organization

Less than 5 years () 6 – 10 years ()

11 – 15 years () Over 16 Years ()

5. Position held in your organization

Top management () Middle management () Lower management ()

6. Are you aware of your organizational culture?

Yes () No ()

SECTION B: STUDY VARIABLES

Please indicate your level of agreement or disagreement with the following questions using the following scale:

Where 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, and 5: Strongly Agree.

Variable	Statement	1	2	3	4	5
Independent Variables						
Clan culture	Our organization fosters a strong sense of group identity among its employees, which promotes collaboration.					
	Employees in our department follow common values and norms that govern their work behaviors and interactions.					
	Mentorship is an important part of our organizational culture, and senior staff actively support and guide junior employees.					
	Employee involvement in decision-making processes is encouraged and valued in our department.					
	Teamwork is consistently encouraged and plays an important role in our department's success.					
	Our organization's employees share a strong sense of community and mutual support.					
	Collaboration between different teams and departments is common, which leads to better performance outcomes.					
Adhocracy culture	Our department actively promotes innovation, encouraging employees to generate and implement new ideas.					
	Work processes and roles are flexible, allowing employees to adapt to changing circumstances effectively.					

	Employees are encouraged to take calculated risks and are given support when experimenting with new approaches.					
	Our department values adaptability, which allows us to quickly respond to new challenges and opportunities.					
	Employees are given the freedom to experiment with innovative solutions, and their creativity is recognized and rewarded.					
	The organization encourages and funds innovative approaches to problem solving and project development.					
	Employees are encouraged to think creatively and push the limits of traditional working methods.					
Market culture	Our department is driven by a competitive spirit, with a strong focus on outperforming our peers and producing superior results.					
	Customer satisfaction is a top priority, and employees strive to consistently meet and exceed their customers' expectations.					
	Our department is highly results-oriented, with a strong emphasis on meeting measurable goals and objectives.					
	Goal-setting is an ongoing and essential component of our work processes, guiding our efforts and assessing success.					
	High performance is recognized and rewarded, motivating employees to consistently deliver outstanding results.					
	Continuous training and development are provided to employees to improve their skills and performance in response to market demands.					
	Achieving performance targets is a key indicator of success, and our department consistently emphasizes this.					

Hierarchy culture	Our organization places a high value on stability and consistency, and we work according to established procedures and policies.					
	Formality is an important aspect of our workplace, with clear and structured processes for decision-making and communication.					
	Employees have well-defined roles and responsibilities, which helps to ensure workplace efficiency and clarity.					
	Our department maintains a hierarchical structure with clearly defined lines of authority and decision-making processes.					
	Accountability is a fundamental expectation, with employees held accountable for their actions and results.					
	The organization operates under a well-defined chain of command, ensuring that decisions and directives are clearly communicated and enforced.					
	All employees are expected to adhere to established policies and procedures, which ensures consistency and order in our workplace.					
Dependent Variable						
Employee Performance in Public service	The organizational culture of the State Department of Basic Education has a favorable impact on staff productivity.					
	A high connection between company principles and employee behavior boosts work satisfaction in the public service.					
	The present corporate culture drives personnel to effectively fulfill departmental goals.					
	The organizational culture in my department reduces absenteeism while increasing employee commitment.					

	Organizational culture creates a work environment that encourages excellent performance among public service personnel.					
	The organizational culture of the State Department of Basic Education has a favorable impact on staff productivity.					

APPENDIX III: INFORMED CONSENT FORM

I agree to take part in Ms Rachel Chochu's research that will focus on the effect of organization culture on performance of public service in Kenya. I have been given the assurance that my identity will remain secret, that I won't be identified, and that I will have the choice to decline participation and the freedom to end it whenever I want. I have been informed that the results of the study will be sent to me upon request, and that the research is voluntary.

Initials: _____ **Date:** _____

APPENDIX IV: DATA COLLECTION LETTER



Date: 19th September 2024

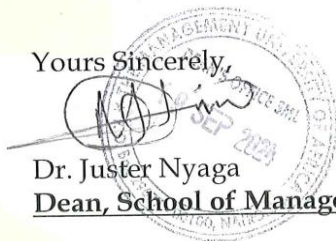
TO WHOM IT MAY CONCERN

RACHEL M. CHOCHU MBA/29/00257/2/23

This letter serves to introduce the above named who is a (**Master of Business Administration**) student and is interested in carrying out research on **Organization Culture and Performance of Public Service in Kenya: A Case Study of the State Department for Basic Education**

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,



Dr. Juster Nyaga
Dean, School of Management and Leadership

APPENDIX V: RESEARCH LICENSE NACOSTI

Ref No: **980137**

RESEARCH LICENSE



This is to Certify that Ms. RACHEL CHECHE of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ORGANIZATION CULTURE AND PERFORMANCE OF PUBLIC SERVICE IN KENYA: A CASE STUDY OF THE STATE DEPARTMENT FOR BASIC EDUCATION for the period ending : 28/September/2025.

License No: **NACOSTI/P/24/40460**

Applicant Identification Number: **980137**

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions