

**EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN
FIVE-STAR HOTELS: A CASE STUDY OF SAROVA HOTELS**

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DECLARATION

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

Signature..... Date

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ODLBML/33/01970/2/24

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

Signature..... Date

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DEDICATION

This research project is dedicated to the Almighty God for His grace, strength, and guidance throughout this journey. I also dedicate this work to my beloved children, Tiffany, Trevor, and Talia, for their patience, understanding, and unwavering support during the period of this study.

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ABSTRACT

This research focuses on how the organizational culture can affect the performance of employees at the Sarova Hotels in Nairobi, Kenya. The performance of employees was also expected to continue to be central in the identification of service quality, operational effectiveness, and customer satisfaction in the hospitality sector. Nevertheless, the productivity and service delivery of employees remained a burden on many organizations, which in many cases was not due to the differences in the internal organizational culture. The primary aim of the research was to establish the effect of adaptive culture, role culture, ethical culture, and team culture on employee performance. Role Theory, the Organizational Culture Theory of Denison, Social Learning Theory, and the Social Identity Theory were used to guide the study and clarify that the role, shared values, learned behaviors, and group identification have an impact on employee performance. The sample population was 103 employees who were sampled by seven departments of the Sarova Hotels located in Nairobi. A census approach was used because the population is manageable, whereas stratified random sampling was utilized to guarantee representation of all the departments during quantitative analysis. The structured questionnaires with closed-ended questions based on a five-point Likert scale were used as primary data. To determine reliability and validity, a pilot study was carried out at the Hilton Hotel, taking a sample of 10 percent of the target population. Analysis of data was carried out using SPSS 26. Descriptive and inferential statistics were implemented to establish the associations between organizational culture and employee performance. The results of descriptive statistics indicated that adaptive culture, role culture, ethical culture, and team culture are highly practiced, and employee performance is also highly rated ($M = 4.350$). Adaptive culture ($r = .476$; $p = .000$), role culture ($r = .531$; $p = .000$), ethical culture ($r = .714$; $p = .000$), and team culture ($r = .621$; $p = .000$) were found to have positive and statistically significant relationships with the performance of employees. The four cultural dimensions together accounted for a significant amount of variance in employee performance, and together predicted employee performance outcomes, as shown in regression analysis. Ethical culture proved to be the strongest predictor, with team culture, role culture, and adaptive culture coming in second, third, and fourth, respectively. The study found that organizational culture has a positive impact on the performance of employees in the areas of flexibility, role clarity, ethical behavior, and collaboration. It also found that good cultural practices helped to increase the productivity, the quality of the service, and the effectiveness of the employees in the hotel. Based on the findings of the study, it was recommended that management should be more robust in training their staff on ethics, teamwork, and adaptability, communicate roles and responsibilities, and introduce more innovative practices. It also suggested regular review using performance evaluation, employee feedback, and regular culture evaluation to maintain high performance levels among employees within the organization.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA:	Analysis of Variance
HR :	Human Resources
SPSS :	Statistical Package for the Social Sciences
OC :	Organizational Culture
EP :	Employee Performance
F&B :	Food and Beverage
HRM :	Human Resource Management

OPERATIONAL DEFINITION OF TERMS

Adaptive culture is a form of organizational culture that promotes flexibility, innovation, and learning as well as responsiveness to the environment, which allows employees and organizations to adapt smoothly to new challenges and new opportunities (Denison, 2020).

Employee performance is defined as a measure of how employees execute their assigned roles and responsibilities to accomplish organizational objectives, and it can be viewed in terms of productivity, service quality, and accomplishment of goals (Armstrong, 2020).

Ethical culture refers to the system of common values, ethical norms, and practices that are in an organization that defines how employees should act in a responsible, transparent, and ethically acceptable way in their workplace (Kaptein, 2019).

Organizational culture refers to the values, beliefs, norms, and practices shared by the employees in an organization that determine how they conduct themselves and relate to other employees. It influences how the employees view their duties, work, and identify with organizational expectations and objectives (Schein, 2017).

Role culture is a culture in which there is a clear definition of responsibilities, authority, and duties in terms of formal roles and structures, so that the employees know what they should do and the standard of performance expected in an organization (Handy, 2023).

Teamwork culture is a type of organizational culture that facilitates cooperation, interaction, support, and coordination of employees in the organization to attain shared organizational goals (Robbins and Judge, 2019).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of the background of the study, statement of the problem, objectives of the study, research question, significance of the study, scope, and chapter summary.

1.1 Background to the Study

Organizational culture is the widely accepted key factor that determines the behavior of the employees and the performance of the organization as a whole in the service-based industry like hospitality (Madera, 2023). The core of this dilemma in five-star hotels is that the emphasis on shared values, beliefs, and norms should be converted into uniform service delivery and employee-engagement results, and culture has become the driving force and the obstacle to performance excellence (Cameron & Quinn, 2019). The inability to match the cultural expectations to performance benchmarks generates the gaps in the service quality, workforce motivation, and achievement targets that subsequently impact the occupancy rates, guest satisfaction ratings, and profitability rates that are the focus of five-star hotel performance.

The origins of this issue are in the multifaceted interaction between the perceptions of cultural support and high performance of employees in settings that require high-level service delivery (Noorani & Zakria, 2025). The attitudes that organizational culture contributes to, including job satisfaction and commitment, have been empirically found to positively impact performance results because of the organizational culture, which was shaped under the influence of values, including teamwork, respect, and adaptability (Noorani & Zakria, 2025). In case of weak or misalignment of culture, such as when the policies focus on profitability rather than people, then performance of employees is likely to be affected negatively through reduced effort, increased turnover, and decreased guest-oriented service behaviors, which exemplifies that culture is both a source and a driver of performance in the hotel industry.

The studies conducted in hospitality management in the United States have continually demonstrated that strong organizational culture improves employee performance through

strengthening service excellence and guest satisfaction outcomes-oriented behaviors (Dawson et al., 2023). Organizational culture affects the discretionary effort, teamwork, and recovery of service failure of employees (all of which are performance-critical in the context of luxury hotels when guests are highly expectant and failures are expensive) (Kim & Lee, 2021). The research done in U.S. hotels has underlined that cultures that value learning, support, and teamwork are associated with increased employee job satisfaction and performance at the service front, and hence the importance of culture in instilling performance-oriented climates (McKinsey & Company, 2022).

The other consequences of culture experienced by hospitality scholars in the U.S. are that culture does not influence the performance of an individual worker alone, but also influences organizational citizenship behaviors that allow employees to exceed the scope of their job descriptions (Dawson et al., 2023). This becomes particularly important in five-star hotels where the guest experiences are based on proactive service, discretionary effort, and internal cohesion, which are prone to intercultural norms of shared values and service-based ceremonies, which contribute to formal and informal performance results (McKinsey & Company, 2022). Thus, culture is a window that employees at five-star hotels in America use to decode expectations and a mechanism that supports or negates performance behaviour.

South African hospitality research has also found the organizational culture to be one of the factors that influence the performance of employees in the high-end hotel settings, where the culture of the employees and that of the organization conform to each other, enhancing the effectiveness and quality of operations and provision of the services (Moyo, 2024). Research works in South African luxury hotels indicate that the culture focused on employee engagement, communication openness, and participation in decision-making promotes the increase in commitment and productivity rates among hotel employees, which adds to customer satisfaction indicators that are crucial to five-star classifications (Ngui, 2024). In this regard, practices that are associated with the culture of constant learning and flexibility have been associated with elevated performance indicators across service departments.

Besides, the literature on hospitality in South Africa indicates that the organizational culture provides an opportunity to tackle the distinct socio-economic challenges the industry experiences, such as workforce diversity and fast changes in the market, by making employees

resilient and purposeful (Ngui, 2024). This cultural comprehension increases how the employees respond to the service issues, like complaints of guests, or operational snarls, and it results in improved individual and group performances, which directly influence the competitive edge of a hotel in both the local and the global market.

The study has revealed that in Kenya, the relationship between organizational culture and organizational performance is positive in star-rated hotels and that the impact of organizational cultural orientation, outcome focus, team orientation, and client orientation appears to have a significant impact on the performance outcome of employees (Wario, 2020). Particularly, the literature on Kenyan hotels indicates that in cases when culture promotes teamwork and collaboration work norms, employees will more easily engage in efforts that eventually lead to better service delivery and operational performance, performance that is imperative in five-star hotels aiming to achieve excellence (Njoroge & Yazdanifard, 2020). Empirical research conducted in Nairobi and the Western Kenya hotel circles shows that organizational culture change can significantly influence the performance of employees, which underscores the strategic importance of culture in the determination of employee behaviour.

Nonetheless, cultural misalignments are also listed among the challenges in Kenyan hospitality research, and at times, hotels failed to incorporate performance-focused norms into the daily routine, especially after COVID-19, when workforce expectations and market demands changed fast (Matete, 2024). Nonetheless, the research findings on the star rating of hotels in Kenya are consistent in showing that cultures that focus on common objectives, flexibility, and cooperation among the team enhance work performance measures, including service quality and satisfaction of the guests, hence the need to deliberately implement cultures in the management of the five-star hotels (Hospitality Net, 2024).

One of the most recognizable hospitality groups in Kenya, Sarova Hotels is a collection of hotels, resorts, and lodges that, together, employ thousands of employees throughout the country to cater to both corporate and leisure clients (Hospitality Net, 2024). Founded more than 50 years ago, Sarova Hotels has grown to represent a service culture that is a combination of international standards and Kenyan hospitality culture, which makes the group a major employment provider in the tourism industry of the country (LinkedIn, 2026). Sarova offers a good setting to analyze the culture-performance relations in the luxury hospitality industry,

given that the company size field falls between 1,001 and 5,000 employees, and certain reports suggest about 1,500 employees (PitchBook, 2026).

In this research, the target population would be considered as the 103 chosen employees who are based on the staff of Sarova in Nairobi within the main functional departments that determine the performance, such as front office, food and beverage, housekeeping, and guest services, and represent a deliberate concentration on the jobs that directly affect the performance of the hotel (Sarova, 2026). This group is frontline and supervisory staff whose day-to-day behaviors reflect the cultural norms of the organization, and the performance of which contributes greatly to the measurement of service delivery indicators that form five-star standards. The study of the impact of organizational culture on the performance of this group will produce specific results on the behaviour of the employees and on strategic human resource activities of one of the leading Kenyan five-star hotel groups.

1.2 Statement of Problem

The performance of employees is also a key factor that determines the quality of services, customer satisfaction, and competitiveness in five-star hotels, and it is evident that many hospitality organizations have failed to achieve consistent performance results despite enormous investments in infrastructure and branding (Armstrong & Taylor, 2022). Organizational culture is one of the factors that has been stated to determine the behaviour of employees, their motivation, and productivity, mainly in service-heavy industries where employees directly define customer experiences (Robbins & Judge, 2021). Nonetheless, it is demonstrated that hotels with weak or misaligned cultures usually have low employee engagement, productivity, and inconsistent service provision, which adversely impact the efficiency of operations and the ratings of customer satisfaction (Karatepe et al., 2021).

According to hospitality industry reports, employee disengagement is a thorn in the flesh all over the world. Research shows that only 23% of service workers are entirely on the job, resulting in low productivity and poor performance in the customer-facing industries such as luxury hotels (Gallup, 2023). This difficulty is directly related to organizational culture because the employees, who work in an environment with vague expectations, poor collaboration among the team members, and insufficient support from the leader, have lower

chances of working productively (Kim & Lee, 2021). Consequently, hospitality organizations still experience performance gaps in the form of service inconsistency, complaints from guests, and customer attrition, proving that it is necessary to study how organizational culture affects the performance of employees (Deloitte, 2023).

The competition in the hospitality industry has continued to rise in Kenya, and customer expectations are on the rise, but the performance issues continue to arise due to cultural and organizational influences on employee performance (Kenya Tourism Board, 2022). It is reported that hotels that have poorly defined performance cultures have a higher rate of employee turnover and lower service quality, hence impacting negatively on customer satisfaction and the sustainability of organizations (International Labour Organization, 2021). Although the role of organizational culture is identified, the study of the particular impact of organizational culture on the performance of employees working in five-star hotels, including Sarova Hotels, has not been fully empirically studied, forming a contextual gap in the literature and an empirical gap that the proposed study intends to fill (Njoroge & Yazdanifard, 2020). Therefore, the study sought to establish the effect of organizational culture on employee performance at Sarova Hotels.

1.3 Objectives

The study was guided by a general objective and a specific objective as follows.

1.3.1 General Objective

To establish the effect of organizational culture on employee performance in a five-star hotel, specifically at Sarova Hotels.

1.3.2 Specific Objectives

- i. To examine the effect of adaptive culture on employee performance at Sarova Hotels.
- ii. To examine the effect of role culture on employee performance at Sarova Hotels.
- iii. To establish the effect of ethical culture on employee performance at the Sarova Hotels.

- iv. To assess the effect of teamwork culture on employee performance at Sarova Hotels.

1.4 Research Question

The following are the research questions.

- i. How does adaptive culture influence employee performance at Sarova Hotels?
- ii. How does role culture affect employee performance at Sarova Hotels?
- iii. What is the effect of ethical culture on employee performance at the Sarova Hotels?
- iv. To what extent does teamwork culture affect employee performance at Sarova Hotels?

1.5 Significance of the Study

This section provides the importance of the study by specifying its anticipated impacts on the management of Sarova Hotels, the hospitality industry, researchers and scholars, as well as the policy makers in strengthening organizational culture and employee performance as follows.

Organizational culture analysis allows Sarova Hotels to learn what motivates its employees. With this information, managers may assess how well internal communication, teamwork, leadership, and common objectives motivate employees and match customer expectations. When performance objectives are linked to company culture, Sarova Hotels ensures that innovation, accountability, and productive engagement are fostered at work. Because of this, the hotel's brand in Kenya's five-star market should improve, productivity should increase, and turnover should decrease.

The study will provide valuable insights into how an organization's culture might affect its employees in the high-end hospitality sector. If other prestigious hotels in Kenya learn how cultural sensitivity fosters exceptional service, employee loyalty, and devoted patrons, they will reap the rewards. The industry will get practical concepts and procedures to enhance overall performance from Sarova's experience. Understanding the connection between culture and a company's performance can help players stay competitive in the rapidly changing hospitality industry, where customers have new demands.

This study will help those working in the industry come up with concepts on how high-end hospitality companies manage behavior and performance. In academic discussions, comparisons, and theory development, the research findings from a five-star hotel in Kenya will be crucial. By highlighting the unique cultural features of Kenyan or African hospitality, the study will assist future researchers in concentrating on the impact of culture on performance. It will allow academics to carry out fresh research and gain a deeper comprehension of how culture contributes to improved service operations.

The study's recommendations will help legislators create policies and regulations for the hospitality sector that promote healthy cultures. They can implement labor and tourism rules that encourage sustainable staff use if they understand how organizational culture affects worker performance. The projects will include strategies to enhance employee welfare, training, and workplace ethics, all of which align with the country's goals for employment and tourism growth. It would enable organizations such as the Tourism Regulatory Authority and the Ministry of Tourism to create plans that improve performance and harmonize the culture of the hospitality sector.

1.6 Scope of the Study

The focus of the study was on the effect of organizational culture on employee performance at Sarova Hotels. The research was carried out at the company's head offices located in Nairobi, Kenya, at the junction of Kenyatta Avenue and Kimathi Street, Nairobi CBD. The target population was 103 respondents. The study was conducted using a descriptive research design. The primary data was gathered using a structured, closed-ended questionnaire. The study commences from February to April 2026.

1.7 Chapter Summary

This chapter established the basis of the study by considering the impact of the organizational culture on employee performance in five-star hotels, with particular interest in Sarova Hotels. The chapter has described the background of the study, where organizational culture has been identified to affect the behaviour of employees, their productivity, and service delivery within the hospitality industry. It outlined the issue by determining performance gaps that were associated with cultural factors and rationalized the necessity of the study. The chapter also

provided the overall and specific aims, research questions, and the relevance of the research to the management, the hotel industry, the researcher, and relevant policymakers. Lastly, the study area was stated, such as the study place, population of 103 employees, research design, data collection approach, and the duration of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter provides an overview of the empirical literature review, theoretical framework, and conceptual framework of the study. It talks about the available literature, theories, and critical concepts that mold the focus of the study. In addition, it gives a summary of findings and gaps that were identified in the literature to determine the direction of the research.

2.1 Theoretical Framework

The study was guided by the following theories: Role theory, Denison's Organizational Culture Theory, Social Learning Theory, and Social Identity Theory.

2.1.1 Role Theory

Role Theory was initially formulated in 1936 by Ralph Linton to describe the behavior of people as per the expectations set by society within groups and organizations. According to the theory, people are in roles that are associated with roles, obligations, and anticipated conduct, and this is what drives their interactions and performance within societal structures (Ashforth, 2016). Role definitions can be applied by managers in organizational settings to define duties and help employees to act in line with organizational objectives that, in turn, make the working process easier and achieve the same results (Kanter, 2018). The model has been actively used in the field of organizational behavior to explain systematic relations between employees and their responsibilities (Hall, 2017).

Role Theory offers a basis to understand the influence of well-defined roles on employee behavior and performance in organizations (Eisenberger & Stinglhamber, 2015). Combined with organizational culture, the theory focuses on the role clarity, defined duties, and the expectations of each job, which improves efficiency and minimizes conflict (Rizzo, 2017). Role Theory allows organizations to create performance standards and direct the way employees interact with each other by creating behavioral norms, enhancing productivity and service delivery in organized settings (Biddle, 2016). This renders it an important instrument in examining how the role structures affect individual and group performances.

Regardless of its usefulness, Role Theory received criticism for being overly simplistic about human behavior by assuming that people are confined to the set positions (Turner, 2015). According to academics, it fails to capture the influence of personal agency, informal networks, and emotions on employee performance because this might differ from expectations (Katz and Kahn, 2018). Additionally, in active or innovative working environments, rigid compliance with roles may suppress creativity and adaptability, which may bring about low performance of the organization (Bolino, 2016). The criticisms show that Role Theory, though it may be good in terms of clarity and structure, can be problematic in fast-changing environments where flexibility is needed.

The role theory can be directly applied in relation to role culture, which places specific focus on hierarchy, defined duties, and the following of procedures in companies and organizations (Van Maanen & Schein, 2016). Role culture is also useful in service-oriented businesses, such as the hospitality industry, to make employees understand their responsibilities, adhere to the existing practices, and guarantee the delivery of consistent service quality, which eventually enhances performance (Robbins & Judge, 2019). Use of Role Theory assists managers to examine role expectations and norms of behavior, besides matching employees to organizational goals, reducing ambiguity and conflict (Noorani & Zakria, 2019). Thus, the theory offers a viable foundation in the development of role-based systems that improve accountability and performance in an organized organizational culture.

2.1.2 Denison's Organizational Culture Theory

The Organizational Culture Theory developed by Daniel Denison is known as the way to explain the connection between organizational culture and the performance results (Denison, 1990). The theory recognizes four cultural characteristics that include involvement, consistency, adaptability, and mission, which combine to affect employee behavior and the effectiveness of the organization (Kotter & Heskett, 2015). Denison indicated that adaptive culture becomes especially important when organizations are in a dynamic environment because it helps them to perpetually learn and respond to the changes within the external environment (Denison, 1990). According to the empirical studies, the following cultural characteristics are linked to increased productivity, increased teamwork, and enhanced service delivery in various industries (Schein, 2017).

The main idea of the Denison theory is to offer a model of organizational culture evaluation and design to improve the performance and overall effectiveness of employees (Cameron & Quinn, 2015). Practically, the adaptive culture based on this theory is concerned with the matching of the organizational processes to environmental conditions, promotion of innovations, and employee empowerment (Ashkanasy et al., 2017). The model also enables managers to realize the connection between cultural characteristics and performance outcomes and how they encourage engagement, job satisfaction, and discretionary effort, which lead to increased productivity (Hooijberg et al., 2018).

Although useful, the theory proposed by Denison has been criticized as being too general and hard to implement in small or very informal companies (Schein, 2017). Critics say that the model emphasizes the need to measure only on a large scale, and thus it might fail to capture subtle and rapidly changing elements of culture that influence employee-to-employee behavior daily (Kotter & Heskett, 2015). Moreover, according to some scholars, the model does not provide a complete explanation of the causal mechanisms, although it correlates culture and performance, which means it is difficult to develop interventions only based on the framework (Cameron & Quinn, 2015).

The theory of Denison is very applicable due to the concept of adaptive culture because it focuses on how an organization is capable of sensing and responding to changes and involving employees in creative problem-solving (Hooijberg et al., 2018). When applied to the service industries such as hospitality, adaptive culture will make workers more flexible and learn and behave proactively in terms of service, directly increasing performance outcomes (Ashkanasy et al., 2017). The model by Denison will guide managers to evaluate the flexibility in their culture, establish helpful practices, and create a receptive organizational environment where the behavior of employees is consistent with the changing environmental and customer needs (Schein, 2017).

2.1.3 Social Learning Theory

Social Learning Theory, developed by Bandura (1977), offers some fundamental knowledge of how human beings learn behavior through watching, mimicry, and modeling the behaviors exhibited by other people. The Social Learning Theory, unlike the traditional behaviorist

theories, mixes in cognitive aspects in the process of learning and accepts that people can learn vicariously due to role models in the environment (Bandura, 1986). The relevance of this theory in the workplace is high as developments of organizational culture because employees tend to maintain the norms, attitudes, and behaviour of the leaders and others in the workplace. By rewarding the performance of positive behavior, employees can absorb cultural values and reproduce these values, resulting in an integrated and values-based workplace (Miller & Dollard, 1941; Wood & Bandura, 1989).

Regarding employee performance, Social Learning Theory underlines the importance of the fact that employee performance can be improved in cases where workers are subjected to good role models and a positive culture that constantly reinforces good behaviors. With a visible and replicable norm to base on, organizational culture itself becomes a socializing agent that drives the employees to adopt a range of behaviors that would add to individual and collective prosperity (Saks & Belcourt, 2006). As an example, effective communication, innovation, and accountability are some of the characteristics that may be acted out by high-performing teams, which can subsequently be emulated by new or underachieving employees in the course of social learning. Nonetheless, the premise of the theory that people are recipients of behaviors does not take into account personal motivation and choice, implying that the performance outcomes could differ depending on the level of motivation and intrinsic motivating forces (Grusec, 1992). Nevertheless, positive modeling as a part of a favorable corporate culture can contribute greatly to positive change in employee behavior, participation, and, eventually, to performance.

The Social Learning Theory has pivotal applicability to ethical culture since it has been used in describing how ethics dictate or determine the transfer of ethical norms and action through modeling and socialization (Treviño, 1986). In strongly ethical organizations, attachment to integrity, transparency, and fairness by the leaders and senior employees becomes a constant practice, establishing expectations of behaviors that will be observed by others (Brown, Trevino, & Harrison, 2005). Through this modeling, the effect is that ethical decision-making and behavior are spread across the organization, hence improving employee performance through trust, accountability, and a nurturing environment (Kaptein, 2008). Therefore, the

Social Learning Theory provides a firm foundation for the development of ethical standards that not only have to be taught but also have to be practiced and emphasized at every level.

2.1.4 Social Identity Theory

Henri Tajfel came up with the Social Identity Theory in 1979 to describe how individuals derive a sense of self through membership in groups. The theory assumes that employees divide themselves and other employees into in-groups and out-groups, and such categorization affects behavior, cohesion, and performance (Hogg, 2016). The greater the attachment to a team, the more employees will be involved in collaborative practices, reach team expectations, and work towards achieving team goals (Haslam et al., 2018). Empirical studies prove that team identification helps to develop positive work attitudes, lessen conflict, and increase discretionary effort (van Knippenberg & Sleebos, 2015).

The main objective of Social Identity Theory in an organizational setting is to elaborate on how team culture affects the employee behavior results and the outcomes of their performance (Ashforth and Mael, 2016). Employees who highly identify with their team will engage more in team norms, are more successful in communication, and put group interests above personal ones (Riketta, 2018). Regarding the team culture, SIT is focused on values, belonging, and mutual accountability, which play an important role in the realization of coordinated action and high-quality service delivery (Ellemers, 2017). This renders the theory especially applicable in hospitality organizations where the success of service is dependent on harmonious groups.

SIT has been criticized, even though it is relevant in addressing issues of group identity; it overemphasizes the role and underestimates the importance of individual differences and personal motivations (Haslam et al., 2018). However, critics also state that a high level of in-group identification might result in the bias of out-groups, which may develop exclusionary tendencies towards others and provoke inner tension, negatively affecting the performance (Hogg, 2016). Moreover, the theory does not offer much on interventions to improve identification more systematically, and in reality, it is difficult to apply it in multicultural or highly dynamic work settings (Riketta, 2018).

The implications of Social Identity Theory to team culture are enormous since it highlights the importance of identification to the team in influencing cooperation, conformity, and pro-social

performance (Ellemers, 2017). In service-based organizations like five-star hotels, the inculcation of high team identity promotes behavior among the employees that enhances the experiences of guests, supports fellow employees, as well as uphold high level of service delivery (van Knippenberg and Sleebos, 2015). Through the use of SIT, managers will be able to enhance team cohesion, foster collective responsibility, and align the behaviors of employees with organizational goals, which eventually improves the performance outcomes of individuals and groups (Ashforth and Mael, 2016).

2.2 Empirical Literature Review

The section presents the empirical literature review regarding role culture, adaptive culture, ethical culture, and team culture that align with organizational culture and their effects on employee performance. The gaps are also identified as follows;

2.2.1 Adaptive Culture and Employee Performance

Smith (2022) examined the impact of adaptive organizational culture on employee performance in five-star hotels in the USA. The quantitative descriptive design was applied in the study on 280 employees of large hotels; the data were gathered through questionnaires that included adaptability, climate of innovation, and performance indicators. The results showed that the adaptive culture had a significant positive effect on employee engagement, service quality, and productivity. The test was based on overall performance and not on employee performance, which the present study in Sarova Hotels will consider.

Uwizeyimana et al. (2021) investigated the relationship between adaptive culture and employee performance in Rwanda. The impact of adaptability on the service, morale, and teamwork of 210 hotel employees was discussed in a cross-sectional survey. Findings indicated the existence of positive correlations between adaptive culture and individual and team performance. The research failed to investigate the processes that connect adaptive culture with individual performance, and the Sarova research will address this with the help of quantitative and qualitative research.

Mutua and Kihoro (2023) assessed the effect of adaptive culture on employee performance in Kenya. The research design applied was a descriptive correlational study on 150 frontline and supervisory employees. The results showed that flexibility, learning support, and decentralized

decision-making enhanced job satisfaction and service delivery. The paper has not concentrated on an individual hotel or departmental variations, which the present study within the Sarova Hotels will explore to establish the impact of adaptive culture in various functional areas.

2.2.2 Role Culture and Employee Performance

Njuguna (2022) explored the effect of Role Culture and Employee Performance in the Banking Sector in Kenya. This was a descriptive research design and sampling; 180 employees answered the questionnaires that were used to accumulate data. The results showed that role culture has a positive relationship with employee performance, straightforward understanding of duties and responsibilities was found to increase productivity, accountability, and job satisfaction. Nevertheless, the paper did not examine the extent to which fast-evolving digital conditions can constrain the effectiveness of the role-based models in contemporary banking, which is a dilemma in the conditions of progressive (and unstable) task performance.

Williams (2021) examined the impact of Role-Based Organizational Culture on Employee Outcomes in the U.S. Manufacturing Sector. The study employed a mixed-methods approach as it surveyed 210 employees and interviewed 12 managers. There was a negative impact of rigid role culture on performance, particularly in situations where creativity and flexibility were required to cope with technical problems. In the study, it had been emphasized that clarity may eliminate ambiguity, but too much formalization discourages proactive behavior. The identified gap was the inadequate integration between role culture and team-based problem solving, which has an influence on the long-term performance of dynamic sectors.

Mutua (2023) assessed the influence of Role Culture on Employee Performance in the Public Health Sector in Kenya. The study targeted the county hospitals in Mombasa and was aimed at evaluating the impacts of any hierarchical structure and assigned roles on the performance of the jobs of the nurses and the administrative staff. The quantitative research method was employed, and 150 workers were given structured questionnaires. The research established that there was a positive relationship between clarity of roles and performance, especially in enhancing service delivery, accountability, and accuracy of patient records. The study, however, observed that there was a performance gap within the emergency units because there were strict

boundaries in terms of roles that hindered quick decision-making, indicating that cultural flexibility is needed within high-stakes environments.

2.2.3 Ethical Culture and Employee Performance

Thompson and Laurent (2021) conducted a study on the influence of Ethical Organizational Culture and Employee Productivity in Canadian Financial Institutions in Toronto, Canada. The study applied a quantitative research design that entailed the administration of structured questionnaires to 150 employees who work in five financial institutions. The results were that high-ethical culture organizations that emphasize transparency, integrity, and ethical leadership at headquarters captured increased employee output of the employees, trust, and commitment. The research found that ethical practices were good in building a conducive workplace, but failed to address how ethical training programs have a direct impact on long-term performance results.

Munyaneza and Uwase (2022) investigated the Role of Ethical Culture on Staff Effectiveness in Rwandan Government Agencies within public service institutions in Kigali, Rwanda. A mixed-methods data collection strategy was applied using surveys and interviews, in which 130 civil servants were interviewed about their perceptions of private sector participation in the provision of services to the civil servants. The expected findings were, however, opposite because it transpired that the ethical codes were in place, but could not be aggressively enforced as they were not consistent, and thus had little influence on the real performance. The analysis revealed an alarming feature, which is the lack of correlation between formal ethical systems and staff awareness of ethics, especially when leadership has not led an exemplary way of ethical conduct.

Kilonzo and Ochieng (2023) carried out a study on Ethical Work Culture and Employee Output in the Kenyan Hospitality Industry, focusing on four-star hotels in Nairobi. The researchers have presented a descriptive survey design and distributed questionnaires to one hundred employees in five hotels. The findings indicated that in the places where ethics were included in the everyday activity, including concerns of fair treatment, openness towards customers, and anti-harassment policies, the rating of employee morale and customer service was significantly higher. Nonetheless, there was a vacuum when it came to knowing the role played by informal

ethics (unwritten norms) on the behavior of the workforce, especially among the contract and junior employees.

2.2.4 Team Culture and Employee Performance

Brown (2021) examined the effect of team culture on organizational performance in the United Kingdom. The research design was a quantitative cross-sectional study, and a sample size of 300 hospitality, retail, and service employee workers whose data were collected through structured questionnaires that measured the norms of teamwork, collaboration climate, and performance outcomes. The results showed that the high team culture was a strong indicator of improved employee performance, customer satisfaction, and operational efficiency. The researchers came to the conclusion that harmonious group rules enhanced cooperation and minimized the conflict between the workers. Nevertheless, the study conducted by Brown (2021) was carried out in various industries, but not in a particular hotel brand, which represents a sector gap that the present study at Sarova Hotels will fill.

Nkosi and Van der Merwe (2022) investigated the influence of team culture on employee performance in the South African hotel industry. The study was based on a mixed methods design, including a survey of 250 employees in the hotel and in-depth interviews with supervisors. Findings revealed that the team culture of working together boosted employment commitment, effectiveness of communication, and quality of service delivery. The qualitative element emphasized that team supporting mechanisms enhanced motivation and flexibility when the demand was high. Regardless of these findings, the research did not distinguish the effects of performance along the cultural dimensions of specific cultural dimensions, meaning that there was a conceptual gap that will be addressed by the current Sarova Hotels study, specifically on the direct effect of the team culture on the employee performance measurements.

Wanjohi (2023) explored the effect of team culture on employee performance in five-star hotels in Kenya. The research followed a descriptive correlational research design involving 180 frontline employees. The research involved the use of structured questionnaires to measure the teamwork practices and service performance measures, including service reliability and guest feedback. The results revealed that a positive relationship existed between supportive team culture and employees' higher performance, especially in teamwork cohesion and task

interdependence. Nevertheless, the results presented in Wanjohi were not disaggregated by functional department, and this introduces a gap in the scope that this research will fill by analyzing the impact of team culture on the various core departments of a hotel like Sarova Hotels.

2.2.5 Employee Performance

Tahir and Siddiqui (2023) conducted a study on the effect of Ethical Leadership on employee performance. The purpose of this study was to examine the association of ethical leadership with employee performance. In their systematic review of existing literature, the researchers included studies from multiple industries. The results showed a clear connection between ethical leadership and employee performance, leading to the conclusion that ethical practices encourage job satisfaction and create a more productive workplace. The lack of new data and analytical methods used in the study thus reduces the ability to conclude on causality.

Mazwile (2024) assessed workplace stress groups and their Effect on Employee Performance in Kalambo District Council, Rukwa, Tanzania. The study viewed the 25 most recent articles. Open University of Tanzania Repository. This study sought to examine the influence of workplace stress on employees' performance in a Tanzanian public institution. The researcher used a descriptive research design to study 100 employees. Workers also reported being less productive and satisfied with their jobs, leading to evidence of the harmful impact of workplace stress on performance. Nonetheless, the study's cross-sectional design and reliance on self-reported data may bias the findings, and the absence of a control group limits causative inference.

Njeje and Mwaura (2023) conducted a study on The Effect of Employee Performance Appraisal on the Performance of Savings and Credit Cooperative Societies (SACCOS) in Kenya. This study sought to establish the influence of performance appraisal systems on the performance of SACCOS in Kenya. Using a cross-sectional survey design, 54 respondents were sampled from the 18 SACCOS. The results indicated a significant positive relationship between performance appraisal and organizational performance, suggesting that efficient performance appraisal systems lead to increased productivity among employees. However, the relatively small sample and sector focus may affect the applicability of the findings.

2.3 Summary of Research Gaps

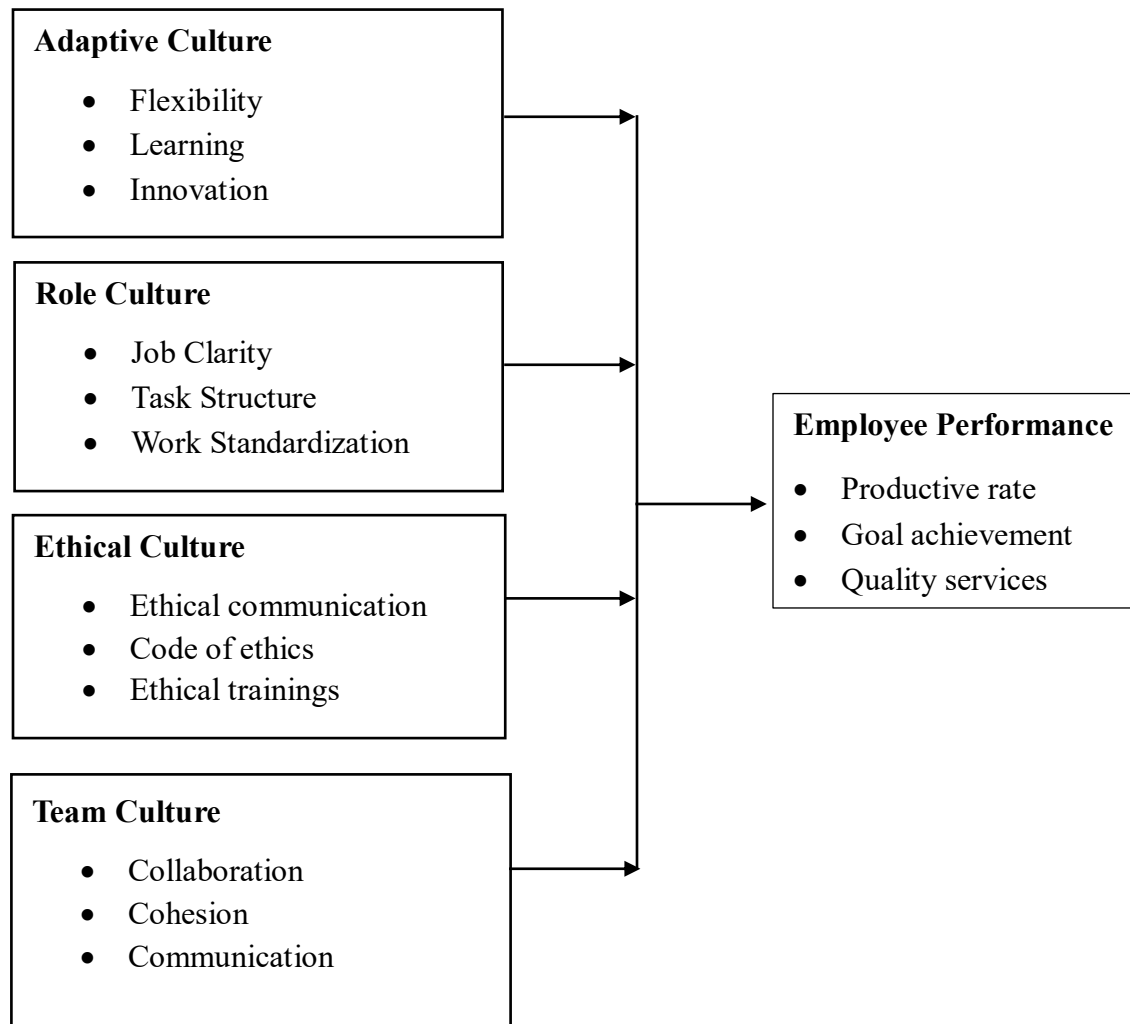
It was noted that the literature about the organizational culture and employee performance in the hospitality industry contains a number of concept gaps that should be addressed by additional research. Although other works like Smith (2022) in the USA, Uwizeyimana et al. (2021) in Rwanda, and Mutua and Kihoro (2023) in Kenya also indicate a positive effect of adaptive culture on employee engagement, service quality, and productivity, the study does not specify the mechanisms involved in the interaction between cultural practices and individual performance outcomes. On the same note, the studies of role culture (Njuguna, 2022; Williams, 2021; Mutua, 2023), ethical culture (Thompson and Laurent, 2021; Munyaneza and Uwase, 2022; Kilonzo and Ochieng, 2023), and team culture (Brown, 2021; Nkosi and Van der Merwe, 2022; Wanjohi, 2023) reveal positive correlations with Such omissions depict a conceptual gap since there is inadequate clarity regarding the interaction of the various cultural dimensions with the performance of employees in well-organized, high-stress hotel settings.

Also, there are contextual and methodological gaps. Most of the previous research was carried out in numerous industries or nations (Brown, 2021; Smith, 2022), which restricted their applicability to a single hotel brand or local context. The studies in Kenya have considered the cultural effects on the performance of employees at large, yet have seldom considered any single five-star hotel, like the Sarova Hotels, or functional departmental differences (Wanjohi, 2023; Mutua and Kihoro, 2023). Some studies were based only on quantitative designs and did not consider qualitative information to understand how and why the performance outcomes are observed (Uwizeyimana et al., 2021; Nkosi and Van der Merwe, 2022). Therefore, the present study will address these gaps by examining adaptive, role, ethical, and team cultures and their direct influence on employee performance across different departments at Sarova Hotels.

2.4 Conceptual Framework

A conceptual framework is an organized and diagrammatic map that defines the primary variables, concepts, and how they relate to each other in research so that it can be used to influence research formulation and analysis (Miles, Huberman, & Saldaa, 2020). It is like a roadmap, which demonstrates how the independent variable(s) affect the dependent variable and displays the understanding of the research question. The conceptual framework in this paper details the correlation between organizational culture (independent variable) and employee

performance (dependent variable), displaying how various aspects of culture, that is, role culture, ethical culture, adaptive culture, and teamwork culture, influence the performance of employees in terms of productivity, commitment, and service quality. In its mapping of these linkages, the framework explains how internal cultural forces within such entities as Sarova Hotels influence the quantifiable staff performance levels in the hotel industry, as shown in Figure 2.1.



Independent Variables
Figure 2.1 Conceptual Framework

Dependent Variable

Source: (Researcher, 2026)

2.5 Operationalization of Variables

The organizational culture is vital in determining the behavior and performance of the employees in a five-star hotel. This paper examines four dimensions of the culture, which are adaptive, role, ethical, and team culture, and their impact on the performance of employees at Sarova Hotels. Every cultural variable is subdivided into quantifiable sub-variables to provide certain elements of organizational culture that affect the results of employees. Adaptive culture is operationalized in terms of flexibility, learning, and innovation, and how the employees and the organization adapt to the changes and new challenges. Role culture is concerned with job security, job structure, and work standardization to ascertain that tasks are well defined. Ethical culture is gauged through ethical communication, code of ethics, and ethical training programs. Team culture that involves teamwork, unity, and communication is used to measure the influence of a group dynamic on performance. The operationalization of employee performance is through productivity rate, goal achievement, and quality of services. Table 2.1 shows the operationalization of variables.

Table 2.1 Operationalization of Variables

Variable	Sub-Variables	Measurement/Indicator	Type of Data
Adaptive Culture	Flexibility	Ability to adjust to changes	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Learning	Engagement in continuous learning	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Innovation	Introduction of new ideas/processes	5-Likert scale (1-strongly disagree, 5 strongly agree)
Role Culture	Job Clarity	Understanding of roles and duties	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Task Structure	Defined workflows and procedures	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Work Standardization	Consistency in task performance	5-Likert scale (1-strongly disagree, 5 strongly agree)
Ethical Culture	Ethical Communication	Transparent and honest communication	5-Likert scale (1-strongly disagree, 5 strongly agree)

Variable	Sub-Variables	Measurement/Indicator	Type of Data
Team Culture	Code of Ethics	Awareness and adherence to ethical guidelines	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Ethical Trainings	Participation in ethics programs	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Collaboration	Willingness to work with others	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Cohesion	Unity and teamwork among staff	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Communication	Effectiveness of internal communication	5-Likert scale (1-strongly disagree, 5 strongly agree)
Employee Performance	Productive Rate	Quantity of work completed	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Goal Achievement	Attainment of set targets	5-Likert scale (1-strongly disagree, 5 strongly agree)
	Quality Services	Customer satisfaction and service excellence	5-Likert scale (1-strongly disagree, 5 strongly agree)

Source: Researcher (2026)

2.6 Chapter Summary

This chapter has discussed the impact of organizational culture on the performance of employees working in different industries in terms of adaptive, role, ethical, and team cultures. It has examined the literature of both international and domestic backgrounds, showing the impact of these dimensions of culture on the level of employee engagement, quality of services delivered, and production. Past research in the USA, South Africa, Rwanda, and Kenya was analyzed, which identified conceptual, contextual, and methodological gaps that supported the necessity of the given research at Sarova Hotels. The discussion covered key theories such as Role Theory, Organizational Culture Theory proposed by Denison, and the Social Identity Theory in a bid to offer a theoretical base. Another idea that was introduced in the chapter was the conceptual framework of the correlation between four dimensions of organizational culture and employee performance,

and operationalization of the variables and their sub-dimensions that provided a clear framework to measure the impact of culture on performance in hotel settings.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter explains the precise techniques or approaches that are needed to be used to locate, select, gather, and conduct a subject-related data analysis. The chapter's components include the research design, study population, sample and sampling techniques, data collection, validity, reliability, data analysis, data presentation, and chapter summary.

3.1. Research Design

The study used a descriptive research design since it will attempt to describe the existing condition of organizational culture and its impact on employee performance in Sarova Hotels without controlling for any variables. A descriptive design is suitable in cases where the objective is to acquire the right information about phenomena in their natural environment and to investigate connections between variables in real-life situations (Creswell & Creswell, 2018). In this way, the researcher was able to gather data concerning the perceptions of the employees regarding adaptive, role, ethical, and team cultures, their performance outcomes, which were presented in a detailed snapshot of how the cultural factors are associated with service quality, productivity, and engagement.

3.2. Target Population

This study focused on 103 employees of Sarova Hotels in Nairobi as the target population, who were required to respond to the questions targeted by the study, based on the seven core functional departments that directly affect service delivery and organizational performance. These departments are Front Office, Food and Beverage, Housekeeping, Guest Services, Human Resources, Finance, and Sales and Marketing. These departments are selected because the study is able to identify the behaviors, attitudes, and performance outcomes of employees directly engaged in the interaction with guests, service delivery, and operational management, which is important in a five-star hospitality environment (Creswell & Creswell, 2018). This choice of population made the research findings pertinent to the study of how the organizational culture influences the performance of

employees in a practical and service-based setting. Moreover, one can compare the different functional areas without including all seven departments, which is helpful to identify certain cultural influences that might be different depending on the role and department (Kothari, 2019). The target population is displayed in Table 3.1.

Table 3.1: Target Population

Department	No. of Staff	Percentage (%)
Front Office	20	19.4
Food & Beverage	25	24.3
Housekeeping	18	17.5
Guest Services	12	11.7
Human Resources	8	7.8
Finance	10	9.7
Sales & Marketing	10	9.7
Total	103	100

Source: HRM, Sarova Hotel (2026)

3.3. Sample and Sampling Techniques

The research used a census approach to sample all 103 employees of Sarova Hotels in Nairobi in all seven core departments. Census methodology was suited, as the number of individuals is rather small, all staff members can be covered without sampling, and the results reflected the whole workforce (Kothari, 2019). Census minimizes sampling errors, enhances data accuracy, and reliability because all the perspectives of employees on organizational culture and organizational performance were represented. And especially in hospitality research, as every employee directly influences the service delivery process, and the actions of a small number of employees may impact performance in general in a meaningful way (Creswell and Creswell, 2018).

A stratified random sampling method was used for the quantitative aspect of the research. This method consists of subdivision of the population into uniform strata, in terms of departments, and subsequent random selection of respondents in an equal number in each stratum (Etikan & Bala, 2017). The stratified random sampling made sure that every department was represented, since it is sufficient to compare the cultural influence and

performance results across the various functional areas. It is also more precise and less biased than simple random sampling due to the fact that it takes into consideration departmental differences in roles, duties, and expectations of service delivery (Kothari, 2019). The approach is most effective when it is applied in the analysis of employee performance in a structured organizational environment like a five-star hotel.

3.4 Instruments

The research uses primary data as it provides the researcher with the opportunity to collect first-hand, specific, and up-to-date data on the issue directly among the staff of Sarova Hotels concerning the organizational culture and its impact on performance (Kothari, 2022). Primary data also gives the best representation of what is presently being practiced, perceived, or done in the organization in relation to secondary data that can be outdated or not specific to the research objectives (Creswell & Creswell, 2018). Providing this information, a structured questionnaire with closed-ended questions was employed, since it allowed maintaining uniformity of the responses, simplicity of analysis, and the possibility to measure attitudes, perceptions, and behaviors among the population of employees (Babbie, 2020). The questionnaire utilized a 5-point Likert scale, enabling the respondents to indicate the intensity of their agreement or disagreement in the offered questions, and thereby it was easier to measure the attitudes and compare the data provided by different departments, and increase the reliability and validity of the obtained results (Bryman & Bell, 2019).

3.5 Pilot Study

The pilot study preceded the actual research to establish the clarity, reliability, and validity of the research tool among practitioners and professionals in the hospitality industry. In this research, 10% of the target population (10 employees) was used, which is the Hilton Hotel, considering that it has the same operations, service standards, and employee roles as Sarova Hotels, thus providing an appropriate pre-testing environment (Mugenda & Mugenda, 2013). The pilot study facilitated the detection of unclear questions, the time taken to fill in the questionnaire, and the instrument was able to gauge information about the culture and performance of the employees within the organization. The results of this pre-test

allowed making the necessary adjustments to make the instrument more effective, which increased the reliability and validity of the data received in the main study (Kothari, 2022).

3.5.1. Validity

The study assessed the validity of the research instrument using various measures that ascertained that it is a good measure of organizational culture and employee performance. Content validity was attained through the incorporation of all items that fully capture every dimension of the variables being studied so that none of the important aspects were overlooked (Creswell and Creswell, 2018). Construct validity will be ensured through the correspondence of the questionnaire items with such theoretical frameworks as Role Theory, Denison Organizational Culture Theory, Social Learning Theory, and Social Identity Theory, ensuring that every question is an expression of its underlying concept that it is supposed to measure (Sekaran and Bougie, 2020). The face validity was implemented through the review of the instrument by the peers and practitioners, to make the questions clear, understandable, and seem to measure what it is intended to measure (Kothari, 2022). Moreover, the opinions of academicians and professionals in the hospitality industry were consulted to critically determine the relevance, clarity, and suitability of each item so that the instrument can be appropriate in the target population and setting. These strategies also enhanced the accuracy and validity of the data collected to perform the study.

3.5.2. Reliability Test

The research instrument was reliable because the study measured the stability and consistency of the responses over time as well as among the items. Ten of the Hilton Hotel employees were used as a pilot sample to determine any ambiguities or inconsistencies in the questionnaire (Mugenda & Mugenda, 2013). The pilot answer was examined with the help of Cronbach's Alpha, which is a statistical test that assesses internal consistency, and in the case of this research, it is expected to be 0.7, which is an acceptable reliability of social science research (Sekaran and Bougie, 2020). Those items with low reliability were removed or changed in order to enhance the instrument. Through these strategies, the study ensured that the instrument generated reliable, consistent, and stable findings when applied in collecting the primary data. The results are shown in Table 3.3.

Table 3.1: Target Population

Variable	No. of Items	Cronbach's Alpha Value	Comment
Adaptive culture	6	0.765	Reliable
Role culture	6	0.864	Reliable
Ethical culture	6	0.779	Reliable
Team culture	6	0.746	Reliable
Employee Performance	6	0.781	Reliable

Source: Research Data (2026)

Table 3.3 shows the results of the reliability test, which showed that the internal consistency for all the study variables was considered acceptable, therefore reliable for the study on organizational culture and employee performance in Sarova Hotels. The Cronbach's Alpha coefficient for adaptive culture was 0.765, the role culture was 0.864, the ethical culture was 0.779, the team culture was 0.746, and the employee performance was 0.781. The results showed that all the variables achieved a minimum acceptable Cronbach's alpha value, as per Sekaran and Bougie (2020), of 0.7. Thus, the research instrument was deemed to be reliable and appropriate to gather consistent data for analyses and interpretation in the field study.

3.6 Data Collection Procedure

The data collection process of this study was systematic to gather the right and full information from the respondents. The researcher requested that Sarova Hotels management allow him to access the sampled employees in the seven departments. A questionnaire containing closed-ended questions was administered to all the targeted employees through a structured questionnaire, which was distributed to them by physical means or through electronic means that were convenient and available. The respondents were provided with clear guidelines on how to fill out the questionnaire, and a time limit was identified within which the questionnaire must be submitted to have time for data collection. The researcher made follow-ups to clarify any form of ambiguity, to get people to participate, and to make sure that all questionnaires were duly filled out. After gathering,

the questionnaires were verified as complete and consistent, after which they were made ready to be analyzed.

3.7. Data Analysis and Presentation

The analysis of the structured questionnaires involved first sorting, coding, and organizing the data to achieve consistency and accuracy. All answers were a numerical code that was attached to the variable or item in the questionnaire. Once this was done, the data was input into SPSS version 26, which eased the management, cleaning, and analysis of the dataset. This method is necessary to make sure that all variables are represented in a systematic way and that the missing or not-consistent entries can be identified and then fixed before the analysis phase. By working with SPSS, one can also perform both descriptive and inferential statistical analysis, simplify the summarization of patterns, and test hypotheses.

The statistics included the mean and standard deviations, which described the central tendencies and variability of the responses, which will be provided in descriptive statistics, and they presented a clear image of the perceptions of organizational culture and organizational performance among the employees (Field, 2018). Graphs, pie charts, and tables were used to present the results to enable easy interpretation and visualization of the results. Under inferential statistics, correlation analysis was done to investigate the strengths and direction of the relationships between the organizational culture dimensions and employee performance (Cohen, Cohen, West, & Aiken, 2013). To establish the existence of statistically significant differences in the performance of the employees across the seven departments, ANOVA was applied (Green & Salkind, 2019). The regression was applied to the predictive power of independent variables, adaptive, role, ethical, and team cultures on employee performance to enable the study to determine the influence of these cultural factors on performance outcomes (Hair, Black, Babin, & Anderson, 2019). An equation for a multiple linear regression model also clarified the relationship between the variables.

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

Where:

y = Employee Performance

β_0 = constant

x_1 = Adaptive Culture

x_2 = Role Culture

x_3 = Ethical Culture

x_4 = Teamwork Culture

e = error Margin.

β_1 to β_4 = coefficients of independent variables

3.8. Ethical Considerations

3.8.1 Informed Consent

Informed consent was obtained in the study by providing clear explanations about the purpose of the research, procedures involved, risks of the research, and benefits of the research to the participants before data collection. A written consent will be offered to every subject, and there was an agreement that the subjects will voluntarily participate in the study and that they are aware of their rights in the study (Creswell and Creswell, 2018).

3.8.2 Voluntary Participation

The involvement in the study was purely voluntary, and the participants were made very clear that they were free to withdraw at any time and would not suffer any repercussions. This helps in preventing the influence and pressure of making the decision to participate in the study, which maintains ethical research practices.

3.8.3 Confidentiality

Any data given by the participants was held with a high degree of confidentiality. The information gathered was kept safe and would not be visible to any other persons other than the research team. The research data was dissociated with personal identifiers so that the responses cannot be related to individual participants.

3.8.4 Privacy

The research shall observe the privacy of the participants by gathering information in the environment without unnecessarily intruding. The information that is pertinent to the

research purposes was only sought, and sensitive questions were addressed privately so as not to interfere with the respondents.

3.8.5 Anonymity

The participants remained anonymous in the research process. No names or personal identifiers were used in the analysis or results reporting, and all the findings were reported in the form of aggregates to avoid identification of the individual responses.

3.9 Chapter Summary

Chapter three presents the methodology that was used in the study to explore the impact of organizational culture on the performance of employees at Sarova Hotels. The study was structured using a descriptive research design in order to obtain comprehensive data regarding the association of variables. The target group was made up of 103 employees working in seven functional departments, and these departments are guaranteed to have representation of positions that directly affect the hotel's performance. Qualitative data was collected through a census method, whereas the quantitative data was collected through the help of stratified random sampling to have a proportional representation among the departments. Structured questionnaires were used to gather primary data, which was given on a five-point Likert scale to enhance readability, uniformity, and quantifiable answers. Content, construct, face validity, and expert judgment were used to establish the validity of the instrument, and a Cronbach's alpha of 0.7 was used to establish the reliability of the instrument. The coding and analysis of data were done using SPSS version 26, and the results were presented as descriptive and inferential statistics. The research took ethical considerations such as informed consent, volunteering, confidentiality, privacy, and anonymity.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings using both descriptive and inferential statistics, emphasizing the strength of the relationships by examining the degree of association between the variables and the influence of each on the others through correlation and regression analyses. It also includes interpreting the study's results and relating them to the pertinent literature review. Results regarding previous research and hypotheses are discussed.

4.2 Response Rate

The researcher distributed 103 questionnaires to respondents at the Sarova Hotel. The results are presented in Table 4.1.

Table 1.1: Response Rate

Questionnaire	Frequency	Percent
Questionnaire returned	93	90.3
Questionnaires not returned	10	9.7
Total	103	100

Source: Research Data (2026)

Table 4.1 displays the results of 103 questionnaires that were issued to the respondents at Sarova Hotels. A total of 93 questionnaires were successfully returned from the respondents, representing 90.3% of the total questionnaires issued, while 10 questionnaires were not returned, representing 9.7% of the total questionnaires issued. The number of respondents who responded to the questionnaire was high, which means that the respondents were very cooperative and willing to participate in the study on the effect of organizational culture on employee performance.

Mugenda and Mugenda (2013) suggested that 50% is good for analysis and reporting, 60% is good, and above 70% is very good for research. Thus, the actual response rate obtained was 90.3%, which was considered satisfactory and sufficient for data analysis and

generalization of results. There was a high response rate, reducing the risk for non-response bias and improving the reliability and validity of the results obtained in the study. This means that the data gathered was adequate to give credible conclusions related to the influence of organizational culture on employee performance in Sarova Hotels.

4.3 Demographic Analysis

This section shows the demographic characteristics of respondents at the Sarova Hotel in terms of gender, age, education, and tenure as follows.

4.3.1 Gender of the Respondents

The study evaluated the personal information of the respondents in terms of their gender. The results are presented in Figure 4.1.

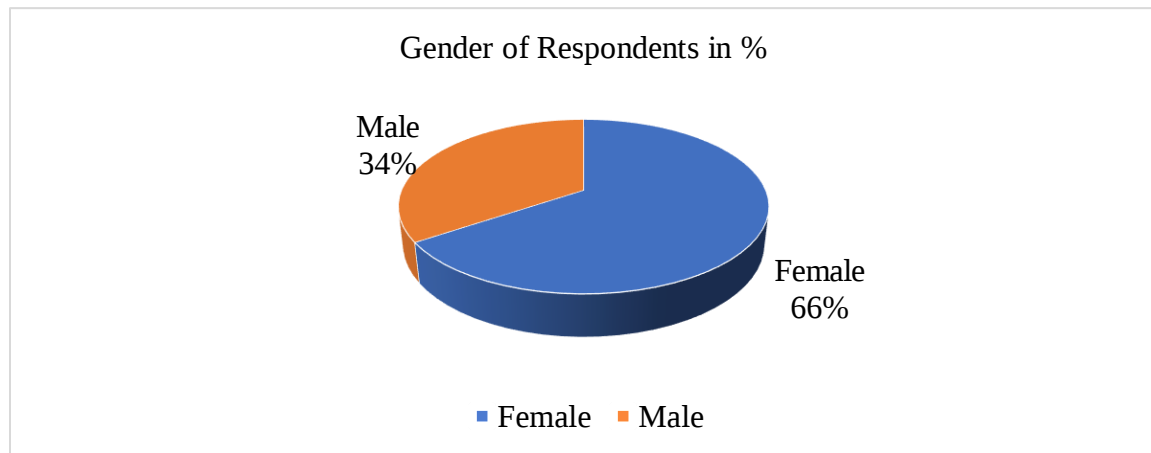


Figure 4.1: Distribution by Gender

Source: Research Data (2026)

Figure 4.1 shows the study results, which showed that in Sarova Hotels, the majority of the respondents were female employees. Of the 93 respondents who participated in the study, 61 respondents (65.6%) were female, and 32 respondents (34.4%) were male. The results showed that the percentage of female employees who took part in the study was higher in relation to organizational culture and employee performance. Bryman (2019) stated that demographic factors like gender are essential in research to be able to understand the differences in perception and reaction of the participants. The fact that the study was conducted among a sample of employees that was predominantly composed of women may

impact how the organizational culture is perceived in Sarova Hotels, as well as the outcomes of employee performance.

4.3.2 Age of the Respondents

The results of the researcher's attempt to determine the respondents' age group at the Sarova Hotel are displayed in Figure 4.2.

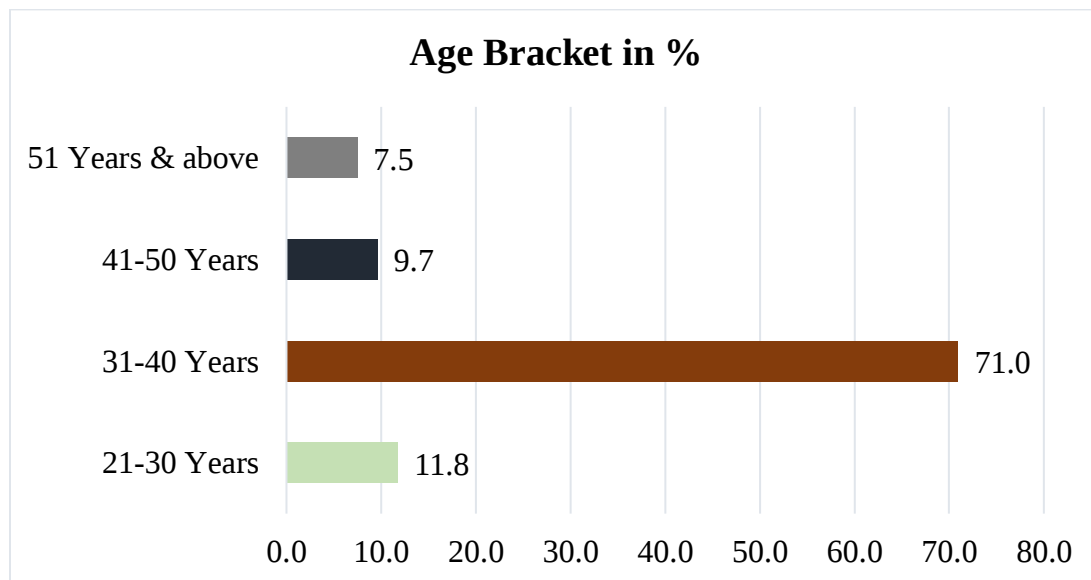


Figure 4.2 Age Bracket of Respondents

Source: Research Data (2026)

Figure 4.2 shows that the study results showed that the largest age group of the respondents at Sarova Hotels was between 31-40 years. The age group 31 to 40 years had the largest number of respondents with 66 respondents (71.0%), while the age group of 21 to 30 years had the next highest number of respondents with 11 (11.8%). Furthermore, 9 respondents (9.7%) were aged between 41 and 50 years, and 7 respondents (7.5%) were aged 51 years and over. The results indicate that the organization is mostly made up of personnel in active and productive working age. Kothari (2019) states that age distribution helps in the understanding of the experience, maturity, and perceptions of respondents in organizational studies. These findings imply that the study received responses from employees who are likely to be more knowledgeable about the working environment and culture at Sarova hotels and how these affect the performance of employees.

4.3.3 Highest Level of Education

The researcher was interested in determining the respondents' highest level of education at the Sarova Hotel. The results are shown in Table 4.2.

Table 4.2 Age Bracket of Respondents

Number of Employees	Frequency	Percent
Certificate	1	1.1
Diploma	24	25.8
Undergraduate degree	67	72.0
Master	1	1.1
PhD	0	0.0
Total	93	100.0

Source: Research Data (2026)

Table 4.2 shows that the results showed that undergraduates were the dominant educational level of those who were surveyed at Sarova Hotels. In particular, 67 respondents (72.0%) had an undergraduate degree, while 24 respondents (25.8%) had a diploma qualification. Furthermore, 1 respondent (1.1%) held a certificate qualification, 1 respondent (1.1%) had a master's qualification, and 0 respondents had a PhD qualification. The results showed that a higher level of education had been achieved by the majority of employees, which could give them a better understanding of the organizational climate and performance problems of the employees. Education is a critical demographic factor because it affects the ability of the respondents to interpret the information and provide reliable information in research, as stated by Cooper and Schindler (2019). The findings of the study suggested that the study received informed and credible answers from a highly educated staff at the Sarova Hotels.

4.3.4 Tenure at Sarova Hotel

The study sought the period the respondents worked in the organization. The results are presented in Table 4.3.

Table 4.3: Period of Tenure

Period of working	Frequency	Percent
0 - 5 years	25	26.9
6 - 10 years	63	67.7
Over 11 years	5	5.4
Total	93	100.0

Source: Research Data (2026)

According to the findings in Table 4.3, the results of the study revealed that most of the respondents at Sarova Hotels had been working for 6–10 years in the organization. Specifically, 63 respondents (67.7%) had been in service for 6-10 years, and 25 respondents (26.9%) had been in service for 0-5 years. In addition, 5 respondents representing 5.4% had worked for over 11 years. Results indicated that the vast majority of the respondents were familiar with and had experience with the organization's culture and operations. Work experience is important in research as experienced employees are more likely to give reliable and informed answers (Saunders, Lewis, and Thornhill 2019). The findings that were inferred were that the respondents had enough organizational exposure to give valuable information about the effect of organizational culture on employee performance at Sarova Hotels.

4.4 Analysis of Variables

This section provides the descriptive statistics findings for each variable, including the means and standard deviations, as illustrated below.

4.4.1. Adaptive culture

The purpose of the study was to determine the effect of adaptive culture on employee performance at Sarova Hotel. The findings are shown in Table 4.4.

Table 4.4: Descriptive Statistics Results for Adaptive Culture

Statement	Mean	St Dev
I can adjust my work methods to meet changing hotel needs.	4.247	0.830
Management encourages employees to be flexible in handling guest requests.	3.978	1.063
I have access to learning opportunities that enhance my skills.	4.591	0.741
The hotel supports me in acquiring new knowledge relevant to my role.	4.720	0.632
I am encouraged to propose new ideas to improve services.	4.763	0.758
Creative solutions are welcomed when solving workplace challenges.	4.237	0.839
Overall Mean	4.423	0.810

Source: Research Data (2026)

Table 4.4 shows the results of the study at Sarova Hotels confirmed that in general, the organization fosters adaptability and innovativeness in the workplace. The respondents agreed that they were able to adapt their work to respond to the changing needs of the hotel ($M = 4.247$, $SD = 0.830$). The results also indicated that management encourages flexibility in guests' requests ($M = 3.978$, $SD = 1.063$). Moreover, the respondents demonstrated a high level of agreement with regard to the availability of learning opportunities that help to develop their skills ($M = 4.591$, $SD = 0.741$) and that the hotel facilitates them to gain new knowledge, relevant to their job ($M = 4.720$, $SD = 0.632$). The respondents also strongly agreed that they are encouraged to suggest new ideas to enhance their service ($M = 4.763$, $SD = 0.758$) and that creative solutions are accepted when addressing work challenges ($M = 4.237$, $SD = 0.839$). The relatively low standard deviation values indicated consistency in the responses among the participants.

The overall mean score of 4.423 with a standard deviation of 0.810 indicated that adaptive culture was very practiced in Sarova Hotels. The results suggest that a context for working in the hotel is set up that is flexible and innovation-oriented, stimulating continuous learning, creativity, and responsiveness of employees to the evolving demands of customers and operations. This is likely to have a positive impact on employee performance in terms of increased motivation, service delivery, teamwork, and productivity. The results are in line with Smith's (2022) theory that adaptive culture has a positive effect on

employee engagement, service quality, and productivity in the hospitality industry. In a like manner, Uwizeyimana et al. (2021) found that adaptability increases employee morale, teamwork, and overall performance in hotel environments.

This study's results are in line with previous empirical research on adaptive culture and employee performance. Smith (2022) determined that in the U.S. hospitality industry, the adaptive organizational culture had a positive impact on employee engagement, service quality, and productivity. Similarly, Uwizeyimana et al. (2021) concluded that Adaptive Culture had a positive impact on individual and team performance of hotel employees in Rwanda, owing to improvement in service and enhancement of the hotel staff morale. Furthermore, Mutua and Kihoro (2023) found that flexibility, employee support for learning, and decentralized decision-making positively impacted job satisfaction and service delivery in Kenyan hotels. These results thus support the current conclusions that adaptive culture is an important factor to enhance the performance of employees in the hospitality sector.

4.4.2 Role Culture

The study's goal was to ascertain how the role culture affected the performance of Sarova Hotel workers. The findings are displayed in Table 4.5.

Table 4.5: Descriptive Statistics Results for Role Culture

Statement	Mean	Std Dev
I clearly understand my responsibilities in my department.	4.022	1.011
My job expectations are communicated effectively by my supervisor.	4.484	0.880
My work tasks are organized in a logical and manageable way.	4.312	0.737
The hotel provides clear guidelines for performing daily duties.	4.634	0.831
Standard procedures help me perform my work efficiently.	4.065	0.805
The hotel ensures consistent work methods across employees in my department.	4.366	0.976
Overall Mean	4.314	0.873

Source: Research Data (2026)

Table 4.5 shows the results of the role culture at Sarova Hotels, indicating that respondents generally agreed that the hotel has set up clear structures, responsibilities, and standardised procedures that enabled employees to perform their jobs. The respondents were sure of their roles in their department ($M = 4.022$, $SD = 1.011$). Results also revealed that supervisors provided effective communication of job expectations ($M = 4.484$, $SD = 0.880$). Also, the tasks at the hotel were logically organized ($M = 4.312$, $SD = 0.737$), and the hotel gave clear guidelines on how to perform daily tasks ($M = 4.634$, $SD = 0.831$). Meanwhile, the standard procedures helped the respondents to work efficiently ($M = 4.065$, $SD = 0.805$), and the hotel ensured uniformity of the work methods among the employees in the departments ($M = 4.366$, $SD = 0.976$). The relatively low standard deviation values suggested a moderate consistency of responses given by participants.

The overall mean score of 4.314 and standard deviation of 0.873 revealed that role culture was very practiced in Sarova Hotels. The results suggest that the employees had well-defined roles, reporting lines, and workflow, helping to streamline delivery and ensure accountability and coordination. Role ambiguity and consistency in task execution are likely to be enhanced by a strong role culture, which will positively influence employee performance. This research is in line with Njuguna (2022), who set out that understanding the duties and responsibilities had a positive impact on productivity, accountability, and job satisfaction in role culture. Likewise, Mutua (2023) established that clarity of roles improved service delivery, accountability, and accuracy of work among employees of public health institutions in Kenya.

The results of this study are supported by several empirical studies on the role of culture and employee performance. Njuguna (2022) found that clear role allocation and clear communication of responsibilities positively impacted employee productivity and accountability in the Kenyan banking sector. Similarly, Mutua (2023) found that structured positions and clear hierarchy positively affected the performance of employees, service delivery, and operational efficiency in Mombasa County Hospitals. Furthermore, Williams (2021) noted that role culture can reduce ambiguity and enhance the coordination of employees; however, too rigid a culture could diminish creativity and flexibility. The above made it clear that the current study proved that role culture has a positive effect on the

performance of employees in the hospitality sector. The results of the role culture at Sarova Hotels indicated that respondents generally agreed that the hotel has set up clear structures, responsibilities, and standardized procedures that enabled employees to perform their jobs. The respondents were sure of their roles in their department ($M = 4.022$, $SD = 1.011$). Results also revealed that supervisors provided effective communication of job expectations ($M = 4.484$, $SD = 0.880$). Also, the tasks at the hotel were logically organized ($M = 4.312$, $SD = 0.737$), and the hotel gave clear guidelines on how to perform daily tasks ($M = 4.634$, $SD = 0.831$). Meanwhile, the standard procedures helped the respondents to work efficiently ($M = 4.065$, $SD = 0.805$), and the hotel ensured uniformity of the work methods among the employees in the departments ($M = 4.366$, $SD = 0.976$). The relatively low standard deviation values suggested a moderate consistency of responses given by participants.

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4.4.3 Ethical Culture

The study's goal was to ascertain the impact of Sarova Hotel's performance culture on employee performance. The outcomes are displayed as indicated in Table 4.6.

Table 4.6: Descriptive Statistics Results for Ethical Culture

Statement	Mean	Std Dev
I receive clear guidance on ethical behavior at work.	4.376	0.932
Ethical concerns are discussed openly in my department.	4.258	0.896
I am aware of the hotel's code of ethics and follow it.	4.290	0.951
The hotel enforces ethical standards fairly and consistently.	4.000	0.989
I attend training sessions that enhance my understanding of workplace ethics.	4.258	0.884
Ethical training helps me handle challenging situations professionally.	4.194	0.863
Overall Mean	4.229	0.919

Source: Research Data (2026)

Table 4.6 shows that the results of the survey of Sarova Hotels showed that the majority of respondents believe that the hotel supports ethical behavior and good professional practices at work. The respondents agreed that they have received very clear guidelines for ethical conduct in their workplace ($M = 4.376$, $SD = 0.932$). The results also showed that ethical issues are openly discussed in departments ($M = 4.258$, $SD = 0.896$). Furthermore, the respondents affirmed they know the hotel's code of ethics, and they adhere to it ($M = 4.290$, $SD = 0.951$), and the hotel is fair and consistent in enforcing ethical standards ($M = 4.000$, $SD = 0.989$). The respondents also agreed that they get training sessions that improve their understanding of ethical issues in the workplace ($M = 4.258$, $SD = 0.884$) and that ethical training helps them to deal with difficult situations in a professional manner ($M = 4.194$, $SD = 0.863$). The relatively low standard deviation values showed that there were consistent answers from the respondents.

The overall mean score was 4.229 with an SD value of 0.919, indicating that ethical culture is very practiced in Sarova Hotels. Overall, the results suggest that the hotel has developed ethical guidelines, transparency, and professional conduct that are adopted by hotel staff and interactions between employees. An ethical work culture is likely to enhance employee engagement, trust, professionalism, morale, and customer service. The findings confirm the arguments of Thompson and Laurent (2021), who have concluded that ethical organizational culture improves employee trust, commitment, and productivity. Likewise, Kilonzo and Ochieng (2023) discovered that ethical conduct like fairness, transparency, and anti-harassment policies boosted employee morale and customer service within the hospitality sector.

The results of this study corroborate past empirical research into ethical culture and performance by employees. In Canadian financial institutions, Thompson and Laurent (2021) found that organisations with a focus on integrity, transparency, and ethical leadership had better employee productivity, trust, and commitment. Similarly, Kilonzo and Ochieng (2023) found that a positive work culture positively impacted the service quality and employee morale in hotels in Kenya. Furthermore, Munyaneza and Uwase (2022) highlighted that moral systems and principles of leadership behavior affect the performance of staff and their actions in public institutions of Rwanda. Hence, the present study verifies the positive role of ethical culture on the performance of employees in the hospitality industry.

4.4.4 Team Culture

The study sought to ascertain how employee performance was impacted by Sarova Hotel's team culture. The outcomes are displayed as indicated in Table 4.7.

Table 4.7: Descriptive Statistics Results for Team Culture

Statement	Mean	Std Dev
I work effectively with colleagues to achieve department goals.	4.484	0.951
Teamwork is encouraged in completing guest service tasks.	4.140	0.985
My team maintains strong unity and mutual support.	4.387	0.945
I feel part of a cohesive team in my department.	4.398	0.911
Important information is shared openly within my team.	4.484	0.951
I can freely communicate ideas and concerns with my team members.	4.527	0.842
Overall Mean	4.403	0.931

Source: Research Data (2026)

Table 4.7 shows the results from the team culture in Sarova Hotels, indicating that, generally, teamwork, collaboration, and communication were highly encouraged in the organization. About the respondents' interaction with colleagues to meet department objectives, they agree that they work well with colleagues ($M = 4.484$, $SD = 0.951$). The results also showed that the teamwork dimension at work was valued in accomplishing guest service tasks ($M = 4.140$, $SD = 0.985$). Furthermore, the respondents indicated that there is a high level of unity and mutual support in their teams ($M = 4.387$, $SD = 0.945$), and they feel they are part of a united team in their departments ($M = 4.398$, $SD = 0.911$). The respondents also concurred that important information is shared openly within teams ($M = 4.484$, $SD = 0.951$) and that they can freely share ideas and concerns with members of their teams ($M = 4.527$, $SD = 0.842$). The relatively low standard deviation values indicated consistency of the responses among the participants.

The overall mean score was 4.403 with a standard deviation of 0.931, which meant that the level of team culture in Sarova Hotels was very high. The results suggest that staff work in a collaborative and supportive setting, which improves communication, coordination, and working together to deliver services. Improved employee cooperation is likely to lead to greater employee commitment, operational efficiency, employee motivation, and customer satisfaction through a strong team culture. The results coincide with those of Brown(2021), which showed that positive team culture enhances employee productivity, customer

satisfaction, and operational efficiency. Likewise, Nkosi and Van der Merwe (2022) have concluded that teamwork culture contributes to effective communication, service quality, and commitment of the employees in the hotel sector.

This study's results are supported by a number of empirical studies on team culture and employee performance. In the UK, a positive relationship between harmonious teamwork norms and collaboration and employee performance, and/or the reduction of workplace conflict was established by Brown (2021) in the field of hospitality and service industries. Similarly, Nkosi and Van der Merwe (2022) found that the team culture was supportive, which increased the motivation, flexibility, communication, and service delivery of the employees in the hotel industry in South Africa. Furthermore, Wanjohi (2023) concluded that supportive team culture and team interdependence had a positive effect on employees' performance and team cohesion in the five-star hotels in Kenya. Hence, the results of the present study confirm that team culture is an important factor in improving employees' performance in the hospitality industry.

4.4.5 Employee Performance

The study's goal was to ascertain how Sarova Hotel employees' performance impacted the business. The results are shown in Table 4.8.

Table 4.8: Descriptive Statistics Results for Employee Performance

Statement	Mean	Std Dev
I consistently meet my work targets and deadlines.	4.538	0.788
I complete my tasks efficiently and effectively.	4.462	0.916
I regularly achieve the performance goals set for my role.	4.376	0.943
My contributions help the department reach its objectives.	4.140	0.880
I provide high-quality services to guests consistently.	4.323	0.957
I ensure guests' expectations are met or exceeded in my work.	4.258	0.896
Overall Mean	4.350	0.897

Source: Research Data (2026)

Table 4.8 shows that the results obtained at Sarova Hotels showed a general agreement that employees were effective and efficient in executing their duties and responsibilities in the

organization. The respondents were very firm in their answer that they always achieve their work goals and deadlines ($M = 4.538$, $SD = 0.788$). The results also showed that the employees perform their jobs effectively and efficiently ($M = 4.462$, $SD = 0.916$). The respondents also indicated that they regularly meet with the performance expectations for the job ($M = 4.376$, $SD = 0.943$) and that their work is good for helping departments meet organizational objectives ($M = 4.140$, $SD = 0.880$). The respondents also indicated that they always deliver high-quality services to guests ($M = 4.323$, $SD = 0.957$) and ensure that guests' expectations are met or exceeded in their work ($M = 4.258$, $SD = 0.896$). The relatively low standard deviation values showed that there was consistency in the responses of participants.

The overall mean score of 4.350 and standard deviation of 0.897 showed that employees' performance was highly rated in Sarova Hotels. The results suggest that workers performed effectively, were task-focused, and could provide quality services to the department and the organization's objectives. Supportive organizational practices such as ethical leadership, effective appraisal systems, and a conducive working environment can be responsible for high employee performance within the hotel. The results align with Tahir and Siddiqui (2023), who concluded that ethical leadership has a positive impact on employee performance by increasing job satisfaction and workplace productivity. Likewise, Njeje and Mwaura (2023) concluded that a good performance appraisal system can have a positive impact on employee productivity and organizational performance.

The results of this study are corroborated by a few empirical studies regarding employee performance. In the field of business studies, Tahir and Siddiqui (2023) have proven that in several industries, ethical leadership practices have a positive impact on employee satisfaction, productivity, and performance in the workplace. Similarly, Njeje and Mwaura (2023) found that good performance appraisal systems boosted employee productivity and improved organizational performance for SACCOS in Kenya. Besides this, Mazwile (2024) concluded that workplace conditions have a significant impact on employees' productivity and satisfaction with their work, as the stressful working conditions had a negative impact on the employees' performance. Thus, it can be concluded from the present

study that supportive organizational practices have a significant impact on the performance of employees in the hospitality industry.

4.5 Inferential Analysis

This section presents inferential statistics for the research variables, focusing on the connection between employee performance and organizational culture. Correlation and regression analyses are used to enhance understanding, providing information on the strength, direction, and significance of the link between the two variables of interest.

4.5.1 Correlation Analysis

The correlation analysis demonstrated the importance and strength of the association between the dependent variables of organizational culture and employee performance. The findings demonstrated a statistically significant relationship between improvements in business culture and gains in employee performance. The findings are displayed in Table 4.9.

Table 4.9 Correlation Analysis

		Adaptive Culture	Role Culture	Ethical Culture	Team Culture	Employee Performance
Adaptive Culture	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	93				
Role Culture	Pearson Correlation	.227*	1			
	Sig. (2-tailed)	.029				
	N	93	93			
Ethical Culture	Pearson Correlation	.328**	.488**	1		
	Sig. (2-tailed)	.001	.000			
	N	93	93	93		
Team Culture	Pearson Correlation	.288**	.193	.528**	1	
	Sig. (2-tailed)	.005	.064	.000		
	N	93	93	93	93	
Employee Performance	Pearson Correlation	.476**	.531**	.714**	.621**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	93	93	93	93	93

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

Source: Research Data (2026)

Table 4.9 shows the results of the correlation analysis showed that the adaptive culture is positively and statistically significantly related to employee performance in Sarova Hotels ($r = .476$, $p = .000$). Results suggest that the adaptive culture, including flexibility, innovation, and continuous learning, was linked with higher employee performance in the hotel. This implies that those employees who will be helped to adapt to the requirements of the changing work situation and offer creative solutions are more likely to perform and to accomplish the organization's objectives. The results support the study conducted by Smith (2022), who found that adaptive organizational culture had a positive influence on employee engagement, productivity, and service quality in the hospitality industry.

The results also showed that the role culture was significantly and positively correlated with the employee performance of Sarova Hotels ($r = .531$, $p = .000$). The findings suggest that having well-defined job responsibilities, clear communication of roles, and clear work processes were beneficial for employee productivity and efficiency. When staff members understand their tasks and operations well, they will do their work well and consistently. The findings concur with the study by Njuguna (2022), which found that the implementation of role culture had positive effects on productivity, accountability, and employee satisfaction at the banks in Kenya.

Moreover, it can be concluded that the correlation analysis found that ethical culture was positively correlated with employee performance at Sarova Hotel, with the values of $r = .714$ and $p = .000$, which means a significant value. The results suggest that ethical conduct in the form of transparency, fairness, ethical leadership, and organizational values greatly positively influenced the level of employee commitment, professionalism, and productivity in the organization. Organizations in ethical environments allow for the creation of a trusting environment and positive behavioral outcomes of employees, leading to better organizational outcomes. The results are consistent with those of Thompson and Laurent (2021), who reported that the ethical organizational culture positively impacted the trust, commitment, and productivity of employees in Canadian financial institutions.

Lastly, the results indicated that team culture was positively related and statistically significant with employee performance in Sarova Hotels ($r = .621$, $p = .000$). The findings

suggest that employees' teamwork, communicating with one another, supporting each other, and collaborating to accomplish tasks improved the efficiency of operations and their effectiveness on the job within the hotel. A good team culture encourages collaboration and coordination, which is particularly important in the context of a service business like a hotel. The results corroborate Wanjohi (2023), who showed that the cultural aspect of supportiveness of teams positively influenced teamwork cohesion, service reliability, and employee performance in 5-star hotels in Kenya.

4.5.2 Regression Analysis

The study was conducted to measure the model fitness and the relationship between employee performance and organizational culture (independent variables). Table 4.10 presents the model summary of the findings for further interpretation and review.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.828 ^a	.686	.671	.4516

a. Predictors: (Constant), Team Culture, Role Culture, Adaptive Culture, Ethical Culture

Source: Research Data (2026)

The results of the regression analysis showed that the variables of organizational culture are related to the performance of employees at Sarova Hotels, with a correlation coefficient of $R = 0,828$. The results suggest that the four cultures (adaptive culture, role culture, ethical culture, and team culture) have a moderate positive correlation with employee performance in the hotel. The high R value signifies that the factors of organizational culture dimensions are crucial factors in determining employee productivity, service quality, teamwork, and overall effectiveness in the hospitality industry. This is an indicator that a change in organizational culture in the practice will likely have a large positive impact on employee performance and organizational outcomes.

The coefficient of determination showed that $R \text{ Square} = 0.686$, which means that adaptive culture, role culture, ethical culture, and team culture accounted for 68.6% of the variation in employee performance at Sarova Hotels. The adjusted R-squared value of 0.671 also

showed that the model was reliable in explaining the performance of employees even after taking into account possible errors in the estimation. The variation in employee performance, not accounted for by the study model, is 31.4% of the total variance. In addition, the standard error of estimate (0.4516) showed that the prediction model had a relatively low level of errors, which means that the regression model was a good prediction model to explain the relationship between organizational culture and employees' performance.

4.5.3 Analysis of Variance

ANOVA in Table 4.11 demonstrates that employee performance is influenced by company culture. According to Suchan's findings, employee performance results may be impacted by variations in organizational culture. These results provide a statistical basis for the importance of corporate culture in improving overall worker performance.

Table 4.11 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.170	4	9.793	48.014	.000 ^b
	Residual	17.948	88	.204		
	Total	57.118	92			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Team Culture, Role Culture, Adaptive Culture, Ethical Culture

Source: Research Data (2026)

Table 4.11 shows the result of the ANOVA that the regression model, which examined the effect of organizational culture on employee performance at Sarova Hotels, was statistically significant. The sum of squares for the regression model was 39.170, and the degrees of freedom for the regression model were 4. The mean square value for the regression model was 9.793, and the mean square value for the residual model was 0.204; the sum of squares for the residual model was 17.948, and the degrees of freedom for the residual model were 88. The results additionally showed an F-statistic of 48.014 at a $p = .000$ level of significance. Field (2018) suggests that a regression model is statistically significant if the p-value is less than 0.05, meaning that the independent variables have a significant prediction of the dependent variable.

The findings suggest that adaptive culture, role culture, ethical culture, and team culture have a jointly statistically significant impact on the performance of employees at Sarova Hotels. The high F-statistic value ($F = 48.014$, $p < .05$) proved that the regression model is suitable to explain the differences in employee performance in the organization. It indicates that organizational culture dimensions are important factors that can impact employee productivity, service delivery, teamwork, and overall effectiveness in the workplace. The study, therefore, suggests that enhancing the positive organizational culture practices of the hotel industry may be useful for improving organizational performance and success.

4.5.4 Regression Coefficient

The study assessed the association between organizational culture and employee performance in the organizations under examination. The results are shown in Table 4.12

Table 4.12: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.394	.317		1.244	.217
Adaptive Culture	.200	.061	.211	3.279	.001
1 Role Culture	.195	.054	.250	3.622	.000
Ethical Culture	.296	.068	.349	4.348	.000
Team Culture	.271	.059	.328	4.584	.000

a. Dependent Variable: Employee Performance

Source: Research Data (2026)

The researcher was able to come up with a regression equation using the values obtained in Table 4.12 as follows.

$$Y = 0.374 + 0.200X_1 + 0.195X_2 + 0.296X_3 + 0.271X_4 + e$$

Table 4.12 shows that, based on the regression results, adaptive culture has a positive and significant impact on employee performance at Sarova Hotels ($\beta = .211$, $t = 3.279$, $p = .001$). The unstandardized coefficient showed that, for a one-unit increase in adaptive culture, there would be a 0.200 unit increase in employee performance for the other variables held constant. The results suggest that flexibility, innovation, learning, and support for creativity are good for increasing the productivity and effectiveness of

employees in the hotel. Staff who adjust to changes in their job more easily are likely to do their job more efficiently. The results corroborate those of Smith (2022), who found that adaptive organizational culture had a positive effect on employees' engagement, productivity, and service quality in the hospitality sector.

The results also confirmed that role culture was positively and statistically significantly related to employee performance at Sarova Hotels ($\beta = .250$, $t = 3.622$, $p = .000$). The unstandardized coefficient indicated that, all else held constant, a one-unit increase in role culture would be associated with a 0.195-unit increase in employee performance. The findings suggest that accountability, clear job responsibilities, structured procedures, and communication of responsibilities have positive effects on employee productivity. With clear roles, employees are more likely to perform their tasks effectively and consistently. The results are consistent with Njuguna (2022), who concluded that role culture had a positive impact on productivity, accountability, and job satisfaction of employees in the banking industry of Kenya.

The regression analysis also indicated that ethical culture was positively and statistically significant on employee performance at Sarova Hotels ($\beta = .349$, $t = 4.348$, $p = .000$). The unstandardized coefficient showed that for every one unit increase in ethical culture, employee performance would increase by 0.296 units, with other variables being constant. The results suggest that ethical behavior like fairness, transparency, ethical leadership, and compliance with organisational values have a positive impact on employee trust, commitment, and professionalism. Responsible behaviour and improved service delivery in the hospitality industry are fostered by ethical work environments. These results are similar to those of Thompson and Laurent (2021), who concluded that a positive ethical organizational culture had a positive effect on employee productivity, trust, and commitment.

Lastly, the results indicated that Team Culture exerted a positive and statistically significant impact on employees' performance in Sarova Hotels ($\beta = .328$, $t = 4.584$, $p = .000$). The unstandardized coefficient shows that, holding other factors constant, the performance of employees would increase by 0.271 units when the team culture increases by one unit. The

results suggest that employee teamwork and collaboration, communication, and support can greatly improve efficiency and effectiveness in business. Good team culture encourages teamwork and collaboration, which is key in hotels for quality service. This study's findings align with Wanjohi (2023), who found that a supportive team culture positively affected teamwork and employee performance in five-star hotels in Kenya.

4.6 Limitations of the Study

The use of self-reported data obtained with questionnaires was one of the key challenges in the study that took place at Sarova Hotels. During the survey administration, some respondents expressed concerns about giving a wholly truthful answer because they feared their answers regarding organizational culture and employee performance could be traced back to them, even with the promise of confidentiality. Furthermore, due to the busy work schedule and demanding duties in the hotel environment, some of the staff members did not have enough time to finish the questionnaires. This sometimes resulted in a delay in collecting data, and multiple follow-ups were needed to reach the desired response rate. The study was also conducted among a sample of the employees of Sarova Hotels, which could limit the generalizability of the results to other hotels or other organizations functioning in other sectors or regions.

The researcher also faced difficulties in accessing the respondents and arranging the data collection across various hotel departments. Not all targeted employees were available during the planned data collection period, which posed a challenge to targeting all employees at the same time, in consideration of shift arrangements, leave days, and operational commitments. The financial and time constraints also impacted the research process, especially the printing of questionnaires, follow-ups, and the organization of questionnaires for analysis. In addition, some respondents needed to be guided with some of the questionnaire items, which took longer to administer the research instruments. Despite these, the researcher has successfully finished this study by proper planning, perseverance, and cooperation from the hotel management and respondents.

4.7 Chapter Summary

This chapter documented the findings and analysis of the effect of organizational culture on employees' performance at Sarova Hotels. The response rate and demographic data of the respondents, the pilot study results, the reliability study, descriptive statistics, correlation analysis, and regression analysis were discussed in the chapter. The results indicated that the adaptive culture, role culture, ethical culture, and team culture were well practiced in the organization and positively influenced the employees' performance. Correlation analysis showed that all the organizational culture variables were positively and statistically significantly related to employee performance, and regression analysis showed that the independent variables had a significant effect on employee performance together. Ethical culture and team culture proved to be strong predictors of hotel employee performance. The chapter also revealed that most of the employees at Sarova Hotels were doing a good job when it comes to achieving the targets, providing quality services, and helping to achieve departmental targets. In general, the results showed that positive organizational culture is closely related to the increase in the productivity of employees, teamwork, accountability, service delivery, and effectiveness of the company in the hospitality sector.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS

5.1 Introduction

This chapter's primary goal is to discuss the findings, conclusions, and recommendations. This is in line with the main objective of the study, which is to ascertain how organizational culture influences the performance of Sarova Hotels personnel.

5.2 Summary of Findings of Study

The study determined that adaptive culture had a positive effect on employees' performance at Sarova Hotels. Results of the description showed that the employees were motivated to be flexible, learning, creative, and innovative in their job activities. Staff reported that they felt management embraced flexibility in meeting customer needs and work demands. It was also found that adaptive culture had a positive correlation with employee performance, suggesting that adaptability in the organization resulted in better employee productivity and effectiveness. The regression analysis also indicated that adaptive culture significantly helped in the employee performance for employee responsiveness, innovation, and service delivery in the hotel environment.

The results of the role culture showed that a clear definition of roles, procedures, and effective communication of roles has a positive impact on employee performance in Sarova Hotels. The descriptive analysis revealed that the employees have a good grasp of what they were supposed to do and were directed by existing operational procedures in carrying out their duties. Based on the correlation analysis, the results showed that there was a positive correlation between role culture and employee performance, meaning that the clearer the employees' roles and the more organized the work system, the more effective the employees were in delivering services. The results of the regression analysis also showed that role culture had a significant effect on employee performance in terms of coordination, work structure, and effective implementation of the assigned task.

The study also determined that the ethical culture had a positive influence on employees' performance at Sarova Hotels. The descriptive findings indicated that the employees were led by ethical values, integrity, fairness, and professionalism in performing their duties. Employees also reported that ethical issues were discussed openly and that ethical training enabled them to deal with the situation in their workplace professionally. The correlation analysis revealed that the ethical culture had a strong positive correlation with employee performance, which suggests that employees' ethical behavior contributed positively to their trust, commitment, and professionalism. Further, regression analysis showed that ethical culture significantly influenced hotel employee performance as it enabled them to behave responsibly, fairly, transparently, and deliver quality service within the hotel.

The data also showed that team culture had a positive impact on the Sarova Hotels' employee performance. The descriptive statistics showed that an environment of teamwork, communication, collaboration, and mutual support was highly encouraged among staff members from different departments. Staff members said that they collaborated well on departmental objectives and shared their ideas and information with other staff members. The correlation analysis revealed that there was a positive correlation between team culture and employee performance, indicating that teamwork positively impacted the operational efficiency and effectiveness of employees. The regression analysis also proved that employee performance is significantly influenced by team culture through strengthening cooperation, coordination, communication, and teamwork in service delivery in the hospitality industry.

5.3 Recommendation of the Study

The study suggests that Sarova Hotels' management should build its adaptive culture practice to enhance its staff performance and service delivery in the hotel. As far as practice and training are concerned, the hotel management and HRM division must conduct regular employee training programs, innovation sessions, mentoring programs, and adaptability to customer service training for employees to improve their flexibility, creativity, and ability to respond to customer needs. Departmental supervisors should also continue to seek out their employees' new ideas and involve them in decision-making activities, thus stimulating innovation and ownership of departmental objectives. The HR Manager, departmental heads, and training coordinators should put these activities in place within the 6–12-month time

frame. Monitoring and evaluation should take place via employee performance assessment, training feedback questionnaires, customer satisfaction questionnaires, and regular surveys of staff to gauge improved productivity, adaptability, and quality of service.

The study also suggests that the hotel should have a stronger role in culture and ethical culture to enhance the accountability, professionalism, and efficiency of the operations. Managing from a policy level, management needs to have clear operational rules, periodically review job descriptions, and implement clear ethical rules and complaint procedures to steer employee behaviors. Periodic ethics and compliance training sessions should also be held to help strengthen the values of integrity, fairness, teamwork, and professionalism in every department. The Human Resource Department, senior management, and compliance officers should be tasked to implement these activities within 24 months and review quarterly after every 3 months. Internal audits, employee disciplinary reports, ethics compliance evaluations, and supervisor evaluations should be incorporated into monitoring and evaluation strategies to assess an employee's compliance with organizational procedures and ethics, and to help enhance workplace performance.

Future researchers should repeat the same study in other hotels and in other sectors to determine if organizational culture is a determining factor in the performance of its employees in different organizational contexts. In addition, researchers could also use longitudinal research and mixed methods to gain a deeper understanding of the long-term effects of organizational culture on employees' outcomes. Future workers and managers need to be ready to perform effectively in the workplace, which should be achieved by these institutions by incorporating organizational culture, leadership, ethics, and teamwork management in their training programs. There is a need for partnership between universities, training institutions, researchers, and policy makers in the hospitality industry in the development of training modules and policy frameworks, which would support the positive organizational culture practices. These efforts need to be ongoing and sustained in the long-term by regularly reviewing the curriculum, holding industry workshops, conducting research jointly with the industry, and engaging with stakeholders in evaluating the initiatives, ensuring they remain sustainable and relevant within the changing hospitality industry.

5.4 Conclusion of the Study

The study aimed to analyze how adaptive culture impacts employee performance in Sarova Hotels. The results confirmed that within the hotel, the following practices were very well accepted as adaptations: flexibility, innovation, creation, and learning opportunities. Staff reported that management promoted flexibility to meet/respond to changing guest needs and challenges within the workplace. The results of the correlation and regression analysis continued to prove the positive and significant impact of adaptive culture on employee performance. Based on the above, the study concludes that adaptive culture raises employee productivity, innovativeness, and service delivery in the context of the hospitality industry. The research further reveals that firms that foster lifelong education and flexibility will be more effective in their human resource management and in their functioning.

The second goal was to find out the impact of role culture on staff performance in Sarova Hotels. The results indicated that the staff members had a clear understanding of their duties, and the work procedures and operational guidelines were communicated clearly within the organization. The study found that role culture had a positive effect on service delivery accountability, coordination, and consistency. Correlation and regression analysis were then used to further show that role culture contributed significantly to employees' performance. The research shows that when employees have clear-cut responsibilities and there is structure in the operational systems, they are more efficient and more accountable within the organization. The study also finds that the communication of duties and work expectations improves employees' productivity and the organization's effectiveness.

The third objective analyzed the relationship between ethical culture and the employee performance of Sarova Hotels. The results revealed that these ethical practices are highly adopted in the hotel, including fairness, integrity, ethical leadership, transparency, and professionalism. Staff also reported that ethics and training directed their conduct and decision-making in the workplace. Results of the correlation and regression showed that the ethical culture positively affected employee performance with a strong positive correlation. Thus, the study can be concluded that Ethical Culture in the workplace fosters employee trust, commitment, professionalism, and responsible behavior. The study also finds that companies

with ethical values will be more likely to improve employee satisfaction, customer satisfaction, and overall organizational performance.

The last aim was to find the impact of team culture on the performance of employees in Sarova Hotels. The results showed that teamwork, communication, collaboration, and mutual support were well promoted among staff in the hotel. Staff said they worked well as a team to meet departmental objectives and openly shared information and ideas with other staff members. The study also revealed that team culture has a positive and significant effect on employees' performance by creating coordination and operational efficiency. The study finds that a supportive team culture fosters better cooperation, communication, and teamwork among employees, which results in better team performance in the workplace. The study also concludes that the organizations that allow employees to work together and feel unified are more likely to have higher employee productivity and quality of service delivery in the hospitality industry.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

APPENDIX II: RESEARCH STUDY QUESTIONNAIRE

Dear Respondent,

RE: REQUESTING RESEARCH DATA

I am a student at the Management of Africa University pursuing a bachelor's degree. I am carrying out a study on the **Effect of Organizational Culture on Employee Performance in A Five-Star Hotel, specifically at Sarova Hotels**. For a successful study, you are kindly requested to fill out the questionnaire provided in full.

All your details will remain confidential and be utilized only for academic purposes. Before anyone intends to utilize or access the information, he or she must seek permission from the right person. We would very much appreciate your honesty in answering the query.

The information that shall be provided herein shall be treated with confidentiality and will only be used for research purposes.

SECTION I: DEMOGRAPHIC INFORMATION

1. Your Gender

Male	
Female	

2. Tick your level of education

21-30 years	
31- 40 years	
41- 50 years	
51 years	

3. Tick your level of education

Certificate	
Diploma	
Bachelor's Degree	
Master	
PhD	

4. State your work length (duration in years)

0 – 5 years	
6 – 10 years	
11 years & above	

SECTION II: EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

A. Adaptive culture

Rate the extent to which you agree or disagree with statements on a scale of 1-5, where (1=strongly disagree; 2=disagree; 3=neutral; 4=agree, and 5=strongly agree). (Tick one number.)

No.	Statement	Response				
		1	2	3	4	5
1	I can adjust my work methods to meet changing hotel needs.					
2	Management encourages employees to be flexible in handling guest requests.					
3	I have access to learning opportunities that enhance my skills.					
4	The hotel supports me in acquiring new knowledge relevant to my role.					
5	I am encouraged to propose new ideas to improve services.					
6	Creative solutions are welcomed when solving workplace challenges.					

B. Role Culture

Rate the extent to which you agree or disagree with statements on a scale of 1-5, where (1=strongly disagree; 2=disagree; 3=neutral; 4=agree, and 5=strongly agree). (Tick one number.)

No.	Statement	Response				
		1	2	3	4	5
1	I clearly understand my responsibilities in my department.					
2	My job expectations are communicated effectively by my supervisor.					
3	My work tasks are organized in a logical and manageable way.					

4	The hotel provides clear guidelines for performing daily duties.					
5	Standard procedures help me perform my work efficiently.					
6	The hotel ensures consistent work methods across employees in my department.					

C. Ethical Culture

Rate the extent to which you agree or disagree with statements on a scale of 1-5, where (1=strongly disagree; 2=disagree; 3=neutral; 4=agree, and 5=strongly agree). (Tick one number.)

No.	Statement	Response				
		1	2	3	4	5
1	I receive clear guidance on ethical behavior at work.					
2	Ethical concerns are discussed openly in my department.					
3	I am aware of the hotel's code of ethics and follow it.					
4	The hotel enforces ethical standards fairly and consistently.					
5	I attend training sessions that enhance my understanding of workplace ethics.					
6	Ethical training helps me handle challenging situations professionally.					

D. Teamwork Culture

Rate the extent to which you agree or disagree with statements on a scale of 1-5 where (1=strongly disagree; 2=disagree; 3=neutral; 4=agree, and 5=strongly agree). (Tick one number.)

No.	Statement	Response				
		1	2	3	4	5
1	I work effectively with colleagues to achieve department goals.					
2	Teamwork is encouraged in completing guest service tasks.					
3	My team maintains strong unity and mutual support.					
4	I feel part of a cohesive team in my department.					
5	Important information is shared openly within my team.					
6	I can freely communicate ideas and concerns with my team members.					

SECTION C: EMPLOYEE PERFORMANCE

Rate the extent to which you agree or disagree with statements on a scale of 1-5, where (1=*strongly disagree*; 2=*disagree*; 3=*neutral*; 4=*agree*, and 5=*strongly agree*). (Tick one number.)

No.	Statement	Response				
		1	2	3	4	5
1	I consistently meet my work targets and deadlines.					
2	I complete my tasks efficiently and effectively.					
3	I regularly achieve the performance goals set for my role.					
4	My contributions help the department reach its objectives.					
5	I provide high-quality services to guests consistently.					
6	I ensure guests' expectations are met or exceeded in my work.					

THANK YOU SO MUCH FOR YOUR COOPERATION

APPENDIX III: INFORMED CONSENT FORM

APPENDIX VI: RESEARCH STUDY WORKPLAN

ACTIVITY	MONTH IN 2026			
	JAN	FEB	MARCH	APRIL
Title selection and approval				
Writing chapter 1 & making corrections				
Writing chapter 2 & making corrections				
Project writing chapter 3				
Preliminary pages development				
Proposal Compilation for Defense				
Corrections				
Pilot study & Data collection				
Chapter data analysis and interpretation				
Chapters 4 and 5 writing				
Defense				
Corrections and submission				

APPENDIX V: RESEARCH BUDGET

Particulars	Amount
Typesetting	5,500
Printing and photocopying	17,500
Transport and meals	3,000
Permit Fee	100
Research materials	2,000
Binding and burning	5,500
Data collection and	5,000
Miscellaneous	10,000
Total	48,600