INFLUENCE OF ORGANISATIONAL CULTURE ON ORGANISATIONAL PERFORMANCE: A CASE STUDY OF A KENYA AIRLINE

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ABSTRACT

The study was conducted with the main objective of determining the influence of organizational culture on the performance of a Kenyan International Airline. That is determining the current culture of the organization and secondly to investigate the influence of organizational culture in the performance of this Kenyan Airline. The airline has over the years put in place initiatives to develop an organizational culture that enhances performance. However the effects of these initiatives have yet to be investigated. To carry out the study questionnaires were used to capture the required data targeted at members of management staff at their Head office in Nairobi. The influence of an organizational culture on the well-being of the business organization has been a subject of many studies of late. Culture has been explicitly recognized by many organizational researchers as one of the key component of a successful organization. This study therefore sought to investigate the influence of organizational culture on the organizational performance with special focus on a Kenyan airline. The research adopted a descriptive research design. The target population composed of 874 members of management staff at Airline's headquarters in Nairobi stratified through levels of management staff. From each stratum the study used simple random sampling to select 90 respondents; this was 10 % of the target population. The researcher administered questionnaire to each respondent. Organizational culture was measured using competing value framework developed by Cameron and Quinn. The researcher carried out a pilot study to pretest and validates the questionnaire. Quantitative data collected was analysed using SPSS and presented through percentages,

means, and a Pearson correlation was used to assess the relationship between the independent variable, organizational culture and the dependent variable, organizational performance. The findings indicate that all the organizational cultures which were the subject of this study that is market culture, Clan culture, Adhocracy culture and Hierarchy culture influence the organizational performance. Based on the Competing Values Framework it can be concluded that as an organization the airline is leaning towards Market Culture and Hierarchy which focus more on Stability and Control and less on Clan Culture and Adhocracy that leans towards flexibility and discretion.

Key Words: Organizational Culture, Organizational Performance, Competing Values Framework.

INTRODUCTION

The impact of an appropriate organizational culture on the well-being of the business organization has been explicitly recognized by many organizational researchers (Camerer and Vespalian, 2008; Wilkins and Ouchi, 2008). Culture has traditionally been recognized as a consideration in the strategy implementation process (Bourgeois and Brodwin, 2009; Galbraith and Kazanjian, 2006).

Culture is assumed to explain the success of some organizations (Peters and Waterman, 2007), to represent an essential element in effectiveness of organizations if it fits the strategy (Schwartz and Davis, 2001), to act as a determinant of strategy (Ackerman, 2007), or as an influence on the implementation of strategic decisions (Schwartz and Davis, 2006). Such claims contribute to the recognition that culture plays a large role in the overall implementation of strategy. As such, culture must play a critical role when dramatic, significant strategic change is mandated. Previous researchers claim that the culture can be a major source of efficiency in organizations and improve corporate performance (Kotter & Heskett 1992, Cremer 2010, Besanko et al., 2000, Hermalin, 2001). They argue that performance benefits of corporate culture derive from three effects.

An organization's culture also determines whether a company can attract and keep the best employees and whether in confusing situations, the employees know how they should behave (Coulter and Robbins, 2003)

It is out of the above studies that motivated the researcher to try to understand the influence of organization culture on organizational performance.

General Objectives

The general objective of the study was to establish the influence of organizational culture on the organizational performance with special focus on a Kenyan Airline.

Specific Objectives

The study was guided by the following specific objectives.

1. Investigate the influence of Market culture on organizational performance.
2. Investigate the influence of Hierarchy culture on organizational performance.
3. Investigate the influence of Clan culture on organizational performance.

4. Investigate the influence of Adhocracy culture on organizational performance.

LITERATURE REVIEW

The Organizational Culture Assessment instrument (OCAI) which was used in this study is based on a theoretical model known as the *Competing Values Framework (CVF)* developed by Cameron and Quinn 2006). This framework is extremely useful in organizing and interpreting a wide variety of organizational phenomena.

Competing Values Framework

Cameron and Quinn (2006) in their book *Diagnosing and Changing Organizational Culture* summarized organizational cultures into four groups, which have been cross-classified on two competing values dimensions. The four dimensions of culture are: clan, market, hierarchy, and adhocracy. They Cameron and Quinn (2006) say more than 80 per cent of the several thousand organizations they have studied have been characterized by one or more of the culture dimension identified by the framework.

According to Cameron and Quinn (2006), a clan culture is similar to a family-type organization, which has a strong sense of shared values, cohesions, goals, teamwork, and Employees' involvement in decision making. Hierarchy culture can be described as a tightly controlled culture, which is evidenced by large numbers of standardized procedures, multiple hierarchical levels, and an emphasis on rule-reinforcement (Hofstede et al., 1990).

According to Cameron and Quinn (2006), a clan culture is similar to a family-type organization, which has a strong sense of shared values, cohesions, goals, teamwork, and Employees' involvement in decision making. The organization is committed to the welfare of its employees because it views itself more as an extended family than an economic entity (Cameron & Quinn, 2006). Hierarchy culture is characterized by structured and formalized rules, which are the glue that holds the organization together resulting in stability, performance with efficiency, and a smooth operation (Cameron & Quinn, 2006). Hierarchy culture can be described as a tightly controlled culture, which is evidenced by large numbers of standardized procedures, multiple hierarchical levels, and an emphasis on rule-reinforcement (Hofstede et al., 1990).

Market Culture in an organization is characterized by orientation toward the external environment instead of internal affairs (Cameron & Quinn, 2006). It is focused on transactions with mainly external constituencies including suppliers, clients, licensees, contractors, and

regulators. Adhocracy culture on the other hand is to adapt to the ever changing environment by being creative and able to reconfigure itself rapidly when a new circumstance occurs (Cameron & Quinn, 2006).

Adhocracy culture is to adapt to the ever changing environment by being creative and able to reconfigure itself rapidly when a new circumstance occurs (Cameron & Quinn, 2006). Organization dominated by adhocracy culture emphasizes on being at the leading edge of new knowledge, products, and services (Cameron & Quinn, 2006). In addition, the organization's long-term emphasis is on rapid growth, acquiring new resources, and readiness for change.

The CVF is summarized as shown in fig 1 below
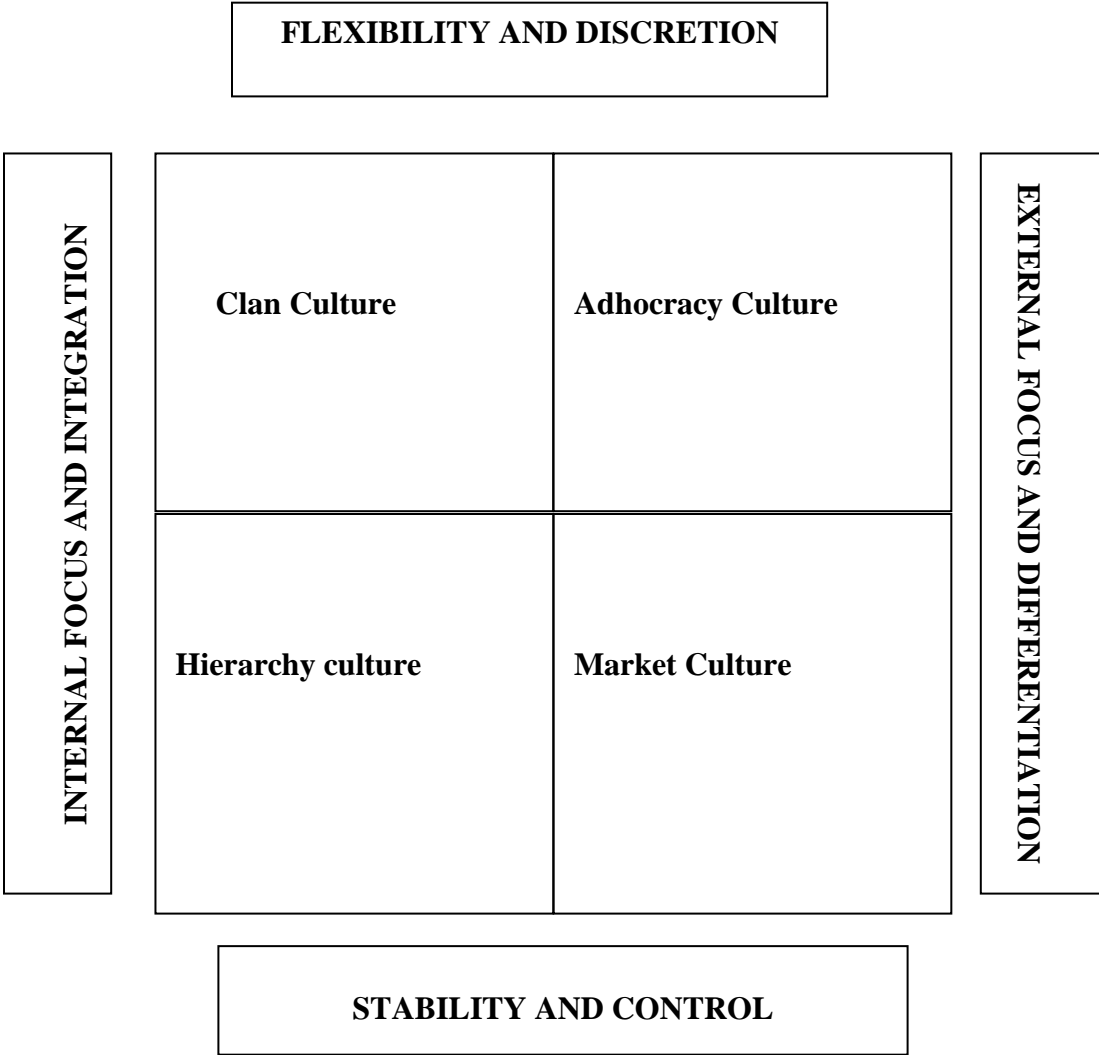
	FLEXIBILITY AND DISCRETION		
INTERNAL FOCUS AND INTEGRATION	Clan Culture	Adhocracy Culture	EXTERNAL FOCUS AND DIFFERENTIATION
	Hierarchy culture	Market Culture	
	STABILITY AND CONTROL		

Fig: 1 Organizational Culture Dimensions Based on Competing Values Framework, source, Cameron and Quinn (2006)

Empirical Reviews

Rashid, Sambasivan and Johari, (2008) examined the influence of corporate culture and organizational commitment on strategy implementation in Malaysian companies. The results show that there is a significant correlation between corporate culture and organizational commitment. Denison (2009) examined the relationship between corporate culture and strategy implementation. In that study, corporate culture was based on the perceptions of organizational practices and conditions, to characterize the organizational culture. He found that the organization with participative culture performed better than other cultural types.

Njugi and Lumwagi, (2014) studied the effect of Organization Culture on Employee Performance in Non-Governmental Organizations in Kenya concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability. Chilla, Kibet and Musiega (2014)   study on the effects of Organizational Culture on Organizational Performance in the Hospitality Industry in Kakamega County concluded that that control systems, organization structures and symbols as defined by Schein (2012) were found to be positively and strongly related to organization performance. Jumba (2013) on the effect of corporate culture on project performance at Nation media group, stated the effect of corporate culture on project performance at NMG cannot be overlooked hence the management should put up policies and implementation mechanisms that foster the four dimensions of corporate culture. Kimemia (2015) on The Organizational Culture of Non-governmental Organizations in Kenya found out that Non-governmental Organizations in Kenya exhibit various cultures affecting tolerance to corruption in different ways.
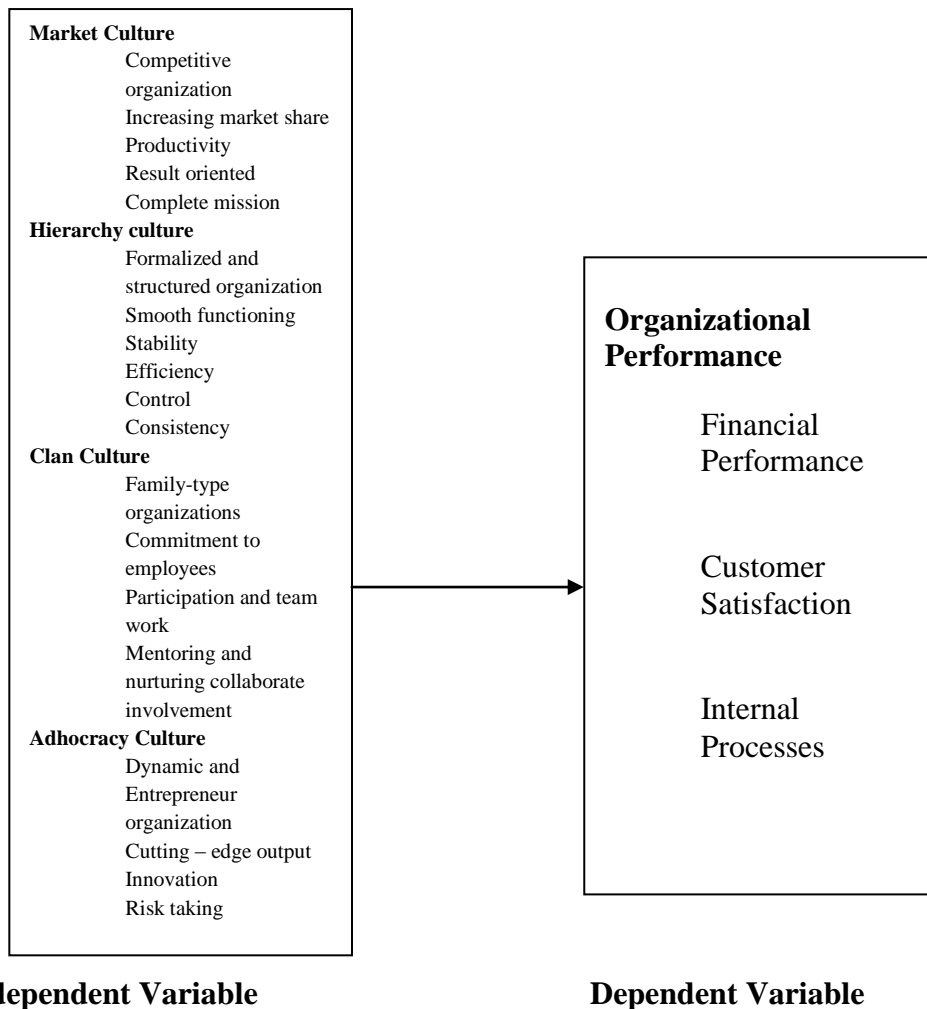
Conceptual Framework

Market Culture		**Organizational Performance**

Market Culture
    Competitive organization
    Increasing market share
    Productivity
    Result oriented
    Complete mission

Hierarchy culture
    Formalized and structured organization
    Smooth functioning
    Stability
    Efficiency
    Control
    Consistency

Clan Culture
    Family-type organizations
    Commitment to employees
    Participation and team work
    Mentoring and nurturing collaborate involvement

Adhocracy Culture
    Dynamic and Entrepreneur organization
    Cutting – edge output
    Innovation
    Risk taking

→ **Organizational Performance**

    Financial Performance

    Customer Satisfaction

    Internal Processes

Independent Variable   **Dependent Variable**

Figure 2: Conceptual Framework

RESEARCH METHODOLOGY

The study considered case study as the suitable research method to be used since data could be gathered from a single source. Secondly the study adopted a descriptive research design to determine whether there is a significant relationship between the independent variable; organizational culture and dependent variable, organizational performance.The target population for this study were employees within the airline based at the companies head quarter. Purposive sampling was applied in carrying out the study. Data was collected using document reviews, check lists, interviews and questionnaires. Analysis was done using Statistical Package

for Social Scientist V.20 and Microsoft's Excel program and illustrated further in tables, graphs and charts.

RESEARCH FINDINGS AND DISCUSSIONS

General information

The respondents comprised Employees working in Technical, Ground Operations, Flight Operations, Human Resource, and Finance. 90 questionnaires were given to the respondents, out of which 89 responded by completing and returning the questionnaires. This gave a response rate of 98.88%. Of the number that responded to the questionnaires 73% were male, 46.1% were aged between the age of 30 to 39 years, 44.9% had at-least a college diploma, majority (51.6%) had worked for either between 6-10 years or over 16 years.

Clan Culture

According to Quinn and Cameron Clan cultures are family-like, with a focus on mentoring, nurturing, and "doing things together. This is encompassed in the form of Shared values and goals, cohesion, participativeness, individuality, and a sense of "we-ness" permeated clan-type firms. They seemed more like extended families than economic entities.

Existence of Clan Culture in the organisation

Given the characteristics of Clan culture, the respondents were asked to show their agreement of the existence of the clan culture in the organization on the Likert scale. The response is as tabulated in Table 1 below.

Table 1   Clan Culture

Clan Culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Overall Average	**4.2**	**19.7**	**27.5**	**40.2**	**8.4**	**3.3**

From the findings posted in Table 1 above majority of the respondents were in agreement that there were evidence of clan culture at 40.2%, however it is important to note that 27.5% of the respondents were indifferent which could swing the scale to either side of the scale thereby changing the dynamics of how clan culture is viewed. 19.7% were disagreeing, 4.2 strongly

disagreed and 8.4% strongly agreed. Overall it can be said that the mean agreement level was at 3.3 this imply that on a likert scale it fell between Neutral leaning towards agreeing.

Correlation between Clan Culture and Organizational Performance

Table 2   Correlation between Clan Culture and Organizational Performance

		Clan Culture	Organizational Performance
		Correlations	
CC	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
	N	89	85
OP	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	
	N	85	85
**. Correlation is significant at the 0.01 level (2-tailed).			

According to above table, the study found that there is significant relationship between Clan Culture and Organizational Performance which have correlation index of (r= 0.557). Therefore, the study found that Clan Culture has significant relationship to the Organizational Performance.

Existence of Adhocracy Culture in the organisation

Adhocracy Culture is an organizational form that is most responsive to the hyper-turbulent, ever-accelerating conditions that increasingly typify the organizational world of the twenty-first century. Given the characteristics of adhocracy culture, the respondents were asked to show their agreement of the existence of the clan culture in the organization on the Likert scale. The response is as tabulated in Table 3 below.

Table 3   Performance of Adhocracy Culture

Adhocracy Culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Overall Index	2.1	13.6	27.1	41.4	15.8	3.6

The study established that 41.4% and 15.8% either indicated that they agreed or strongly agreed with parameters studied under adhocracy culture, 27.1% were neutral towards existence of adhocracy culture and those that were of the opinion that they were either disagreeing or strongly disagreeing comprised 15.7%. Individually it can be deduced that "The organization's long-term emphasis is on rapid growth, acquiring new resources, and readiness for change" was the best performing at a mean of 3.86 and the least at a mean of 3.31 was "The organization has high adaptability culture as employees are willing to take risks and open to new ideas". Overall Adhocracy Culture had a mean of 3.6 this implies that people were neutral towards Adhocracy but leaning towards agreeing.

Correlation between Adhocracy Culture and Organizational Performance

Table 4   Correlation between Adhocracy culture and Organizational Performance

		Correlations	
		Organizational Performance	Adhocracy culture
OP	Pearson Correlation	1	.611[**]
	Sig. (2-tailed)		.000
	N	85	85
AC	Pearson Correlation	.611[**]	1
	Sig. (2-tailed)	.000	
	N	85	85
**. Correlation is significant at the 0.01 level (2-tailed).			

According to above table, the study found that there is significant relationship between Adhocracy Culture and Organizational Performance which have correlation index of (r= 0.611) therefore, the study found that Adhocracy Culture has significant relationship to the Organizational Performance at Kenyan Airline.

Existence of Hierarchy Culture

Hierarchy Culture is characterized by Clear lines of decision-making authority, standardized rules and procedures, and control and accountability mechanisms were valued as the keys to success. Given the characteristics of hierarchy culture, the respondents were asked to show

their agreement of the existence of the clan culture in the organization using the Likert scale. The response is as tabulated in Table 5 below

Table 3   Performance of Hierarchy culture

Hierarchy culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Overall Index	3.3	12.2	20.2	44.9	19.3	3.6

The overall mean for Adhocracy culture was 3.6 this implies that the respondents were saying to some extent there was hierarchy Culture. The strongest indicator under this study was "Employees have a clear set of do's and don'ts, which work as a guidance to them; hence, employees are aware of the cost of engaging in practices contrary to their stated core values " posting an Index of 3.98 with 77.6% of the respondents either agreeing or strongly agreeing that employees had a clear set of do's and don'ts, the lowest "The leaders pride themselves on being good coordinators and organizers who are efficiency-minded" with an index of 3.27 with 55.3% of the respondents either being Neutral, Disagreeing or Strongly Disagreeing.

It was also noted that 44.9% agreed to the parameters a further 19.3% strongly agreed. 20.2 were neutral, 12.25 were disagreeing and a further 3.3 strongly disagreed. This could imply that the respondents had experienced this kind of culture.

Correlation between Hierarchy Culture and Organizational Performance

Table 6   Correlation between Hierarchy Culture and Organizational Performance

	Correlations		
		Organizational Performance	Hierarchy Culture
OP	Pearson Correlation	1	.561[**]
	Sig. (2-tailed)		.000
	N	85	85
HC	Pearson Correlation	.561[**]	1
	Sig. (2-tailed)	.000	
	N	85	85

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

According to above table, the study found that there is significant relationship between Hierarchy Culture and Organizational Performance which have correlation index of (r= 0.561) therefore, the study found that Adhocracy Culture has significant relationship to the Organizational Performance at Kenyan Airline.

Existence of Market Culture

Market culture refers to a type of organization that functions as a market itself. It is oriented toward the external environment instead of internal affairs. It is focused on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators. Given the characteristics of market culture, the respondents were asked to show their agreement of the existence of the market culture in the organization on the Likert scale. The response is as tabulated in Table 7 below

Table 7   Market Culture Performance

Market culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Overall Index	0.6	4.7	12.9	47.4	34.4	4.1

From the findings above it was established that the average mean for market culture was 4.1. The factor "The external environment to our organization is aggressive, competitive, and the clients are interested in quality" had the highest means and "The organization is focused on transactions with mainly external constituencies including suppliers, clients, licensees, contractors, and regulators" had the least at 3.92.

Looking at the satisfaction levels those that indicated they were satisfied with Market Culture comprised 47.4% of the respondents a further 34.4% indicated that they strongly agreed. Those who were neutral comprised 12.9% and Disagree and Strongly Disagree were 0.6% and 4.7% respectively.

Correlation between Market Culture and Organizational Performance

Table 8   Correlation between Market Culture and Organizational Performance

		Organizational Performance	Market Culture
Correlations			
OP	Pearson Correlation	1	.323[**]
	Sig. (2-tailed)		.003
	N	85	85
MC	Pearson Correlation	.323[**]	1
	Sig. (2-tailed)	.003	
	N	85	85
**. Correlation is significant at the 0.01 level (2-tailed).			

According to above table, the study found that there is significant relationship between Market Culture and Organizational Performance which have correlation index of (r= 0.323) therefore, the study found that Adhocracy Culture has significant relationship to the Organizational Performance.

Organization Performance

Organization performance refers to the effectiveness of the organization in fulfilling its set goals (Porter, 2003). Organization performance is the efficiency that is derived by an organization in terms of delivery of service i.e. customer satisfaction, efficiency, customer satisfaction, improvement of procurement procedures etc. This study sought to find out the level of agreement and a performance index of Organizational Performance and the findings are discussed below. Given the characteristics of each targeted organizational performance, the respondents were asked to show their agreement with the performance statements based Likert scale. The response is as tabulated in Table 9 below.

Table 9   Organizational Performance

The Organizational Performance Ratings	Mean
Financial perspective	
Overall, my company is performing well financially as proven by profits made in previous year.	1.95
Customer perspective	
In general, our company has good relationships with our customers through repeat sales.	3.06
My company's customers are satisfied with our products and services	3.16
Internal business perspective	
Overall, my company is productive in terms of unit costs of our products and services	2.95
In general, my co-workers are happy and proud to be working for my company	3.14
I believe that my service to the company and the contributions that I have made are appreciated	3.54
Compared with other companies in the industry, my company has lower employee turnover	2.53
The people with whom I work have the appropriate skills to contribute to the firm's success.	3.88
Relative to other companies, my company is an enjoyable place to work	3.76
Overall, I am satisfied with the financial and non-financial rewards given by my company	3.19
Overall Index	**3.3**

The findings indicate that the mean index for organizational performance was 3.3 the highest factor was "The people with whom I work have the appropriate skills to contribute to the firm's success" at an index of 3.88 and the least was "Overall, my company is performing well financially as proven by profits made in previous year" at 1.95.

SUMMARY, CONCLUSSION AND RECOMENDATION

Summary of the Major Findings

The study sought to find out whether organizational culture is affected by organization culture the study does confirm that indeed organizational culture affects organizational performance.

The overall mean for clan culture was 3.3 which implies that this falls between being Neutral and gravitating towards agreeing. A correlation was done between Clan culture and Organizational performance was done a correlation index of (r= 0.557) was obtained. Therefore, the study found that Clan Culture has significant relationship to the Organizational Performance.

Secondly the study sought to establish whether Adhocracy Culture has an impact on organizational performance. The findings gave a mean index of 3.6. A correlation was also done to ascertain the relationship between adhocracy and organizational performance. The study found that there is significant relationship between Adhocracy Culture and Organizational Performance which have correlation index of (r= 0.611).

Thirdly the study sought to find out how and to what extent hierarchy culture affects organizational performance. The findings indicate that Hierarchy Culture indeed has an effect on Organizational Performance. An index of 3.6 was obtained from Hierarchy Culture. A correlation was carried out between Hierarchy Culture and Organizational Performance it was established that there was a correlation index of (r= 0.561) therefore, the study found that Adhocracy Culture has significant relationship to the Organizational Performance at Kenyan Airline.

Fourth the study also sought to find out whether Market Culture affects Organizational Performance. The findings do indicate that indeed Market culture does affect organizational performance at an index of 4.1. The researcher also ran a correlation between market culture and organizational performance the studies gave a correlation coefficient of (r= 0.323)

therefore, the study found that Adhocracy Culture has significant relationship to the Organizational Performance at Kenyan Airline.

Finally the study also sought to find out how the respondent rated organizational performance, it can be said that the overall index obtained was 3.3; financial performance had the least index at 1.95 indicating the company might not be performing well, the respondents were comfortable with customer perspective and internal business perspective.

The mean obtained in every parameter and correlation coefficient is as summarized in Table 5.1 below.

Table 10   Comparison between Mean Index and Correlation Coefficient (r)

Parameter	Mean Index	Correlation Coefficient
Clan Culture	3.3	0.557
Adhocracy Culture	3.6	0.611
Hierarchy culture	3.6	0.561
Market Culture	4.1	0.323

Conclusions

This section presents the conclusion from the study in comparison to what other scholars say as noted under literature review.

Based on the Competing Values Framework it can be concluded that the airline as an organization is leaning towards Market Culture and Hierarchy which focus more on Stability and Control and less on Clan Culture and Adhocracy that leans towards flexibility and discretion. It is also necessary to mention that in as much as in such organization that Market Culture is predominant from the correlation carried out it has the least correlation coefficient (r) at r = 0.323, when compared to others which had stronger correlation coefficients the highest being Adhocracy Culture; r= 0.611, followed by Hierarchy culture r = 0.561 and Clan Culture at 0.557. This should inform organizations where they need to focus their energies on.

Dominant Culture at the studied Kenyan Airline

The study does confirm that Market culture is the dominant culture at an Index of 4.1 followed by Hierarchy and Adhocracy Cultures at 3.6 and least was the clan culture at 3.1. However when a correlation analysis was done to establish the strength of the relationships

between the parameters and organizational performance, market culture came in at the bottom with a correlation coefficient of 0.323, followed by Clan Culture at 0.557, Hierarchy Culture at 0.561 and the strong correlation coefficient from Adhocracy Culture at 0.611.

The above could imply that the management needs to do more in order to find out how an organization can excel in an ever-changing and highly competitive market. Adhocracy culture therefore advocates for being creative and able to reconfigure itself rapidly when a new circumstance occurs (Cameron & Quinn, 2006).

Recommendation

In order to have a streamlined organization with a balance culture, Kenyan Airline can look into improving in the following areas:

Clan Culture

Quinn and Cameron Clan cultures are family-like, with a focus on mentoring, nurturing, and "doing things together. However this may not be the case as "Employees are viewed as partners and the main task of the leadership is to empower them and facilitate their participation, commitment, and loyalty" had the least index at 3.25. Kenyan Airline might consider the following as possible recommendations:

1. Make the workplace a very friendly place to work where people share a lot of themselves. It is supposed to be like an extended family.

2. The leaders, or head of the organization, ought to be mentors and, maybe even, parent figures.

3. The organization emphasizes the long-term benefit of human resource development and should attaches great importance to cohesion and morale.

4. Sensitize staff that success is defined in terms of sensitivity to customers and concern for people and that the organization places a premium on teamwork, participation, and consensus.

Adhocracy Culture

Adhocracy Culture is an organizational form that is most responsive to the hyper-turbulent, ever-accelerating conditions that increasingly typify the organizational world of the twenty-first century. It can be said that employees are not so adaptable and lack willingness to take risk as well as being open to new ideas. This can be improved by

1. Informing and encouraging employees to stick their necks out and take risks.

2. The leaders should be at the forefront to be innovators and risk takers.

3. Sensitize the employees that the glue that holds the organization together is commitment to experimentation and innovation.

4. Encourage staff into embracing the organization's long-term emphasis is on growth and acquiring new resources.

5. Success means gaining unique and new products or services.

6. The organization encourages individual initiative and freedom

Hierarchy Culture

Hierarchy Culture is characterized by Clear lines of decision-making authority, standardized rules and procedures, and control and accountability mechanisms were valued as the keys to success. The above can be improved by:

1. Formalized and structured place to work.

2. Having procedures that govern what people do.

3. The leaders pride themselves on being good coordinators and organizers, who are efficiency-minded.

4. Maintaining a smooth running organization is most critical.

5. Formal rules and policies hold the organization together.

6. Emphasize that Success is defined in terms of dependable delivery, smooth scheduling, and low cost.

Market Culture

Market culture refers to a type of organization that functions as a market itself. It is oriented toward the external environment instead of internal affairs. This can be improved through the following avenues;

1. Ensuring that people are competitive and goal oriented.

2. The leaders are hard drivers, producers, and competitors who are tough and demanding.

3. Emphasize that the glue that holds the organization together is an emphasis on winning.

4. The long-term focus is on competitive actions and achievement of measurable goals and targets.

5. Success is defined in terms of market share and penetration.

6. The organizational style is hard-driving competitiveness

Areas for further Studies

Based on the Competing Values Framework as developed by Cameron & Quinn (2006), it can be concluded that this specific Kenyan Airline as an organization is leaning towards Market Culture and Hierarchy which focus more on Stability and Control and less on Clan Culture and Adhocracy that leans towards flexibility and discretion. The study does confirm that Market culture is the dominant culture at the studied airline at an Index of 4.1 followed by Hierarchy and Adhocracy Cultures at 3.6 and least was the clan culture at 3.1. However when a correlation analysis was done to establish the strength of the relationships between the parameters and organizational performance, market culture came in at the bottom with a correlation coefficient of 0.323, followed by Clan Culture at 0.557, Hierarchy Culture at 0.561 and the strong correlation coefficient from Adhocracy Culture at 0.611. Therefore there is need to carry out further studies to find out why a dominant culture has least influence on organizational performance while the other three organizational cultures as identified by Cameron & Quinn (2006) are also dominant and have significant influence on organizational performance.

In order to clarify the relevance of each type of culture to organizations performance, we need to use Cameron and Quinn model (2006) and investigate each culture's relationship strength with each organizations performance in terms of financial, customer focus, internal processes and learning organization performance.

Since the culture of society directly and indirectly affects the organizational culture, it can be inferred that a strong social culture leads to a unified organizational culture which consequently maintains organizational strategy implementation process leading to high organizational performance. Whenever the strategic objectives of the organization are achieved, they make symbolic meaningful outputs which showcase the heavy effect of culture on organizational achievement. So, sustainable norms and values are created to end the circle by fortifying a constructive social culture. As for limitations of this study, the measures used are from an organization in a specific sector. It may be possible that some deviations will be observed when it comes to hold the same survey in a different organization with different amount of dependency to the culture. Anyway, I believe the results can be generalized because, as literature suggest, organizational culture is a key factor in any single organization.

Kenyans as a society practice African culture which tend to bond them to respect the way things get done over the years. The culture results in stability and control nature of doing things .Therefore   embracing the fast paced way of doing things in terms of flexibility and discretion required by the present organizations due to competitive environment will take time.

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