St. Paul's University Repository

INFLUENCE OF CORPORATE CULTURE ON ORGANIZATIONAL PERFORMANCE OF CORAT AFRICA, NAIROBI, KENYA

By

ANNETTE ADHIAMBO OLOO

A Dissertation Submitted to the Faculty of Social Science in Partial Fulfilment of the Requirements for the conferment of Master of Development Studies Degree of St. Paul's University, Kenya

September 2023

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

DECLARATION

I declare that the work presented here in this dissertation to the best of my knowledge, is mine and has not been offered to any other institution for the award of any degree.

Signature:……. Date:…….

ANNETTE ADHIAMBO OLOO

MDSNRB604B20

Word Count:21,002

Declaration by Supervisors

I certify that this dissertation has been prepared by the student under my supervision.

Signature:……. Date:……

Prof. David Gichuhi

St. Paul's University

Signature:……. Date:…….

Dr. Peter Mwaura, PhD.

Laikipia University

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

DEDICATION

This dissertation is in memory of my late parents, Jacob Williams Oloo and Pamela Akinyi Onduru, with deep reverence and a profound sense of love. Their memories serve as a beacon of hope for me, inspiring me to strive for excellence in everything I do.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

ACKNOWLEDGMENT

I want to thank the Almighty, for his unwavering presence throughout my academic journey, from the very beginning, I have witnessed his providence, guidance and strength. I acknowledge that without His grace and love, I would not have gotten this far.

I would like to express my gratitude to my supervisors, Prof. David Gichuhi, and Dr. Peter Mwaura, for their assistance and advice during this study, from its inception to the finalization of the report. Their wealth of knowledge and profound wisdom has been instrumental in shaping the outcomes of this research. I am profoundly grateful for their mentorship and encouragement throughout this study.

I am grateful to St. Paul's University's Post-graduate department for their insightful comments and assistance throughout the course of my research. Their commitment to academic excellence, as well as their willingness to provide advice and feedback, has proven invaluable. In addition, I'd like to express my gratitude to my classmates for their encouragement and support. Their presence and companionship have made this journey more enjoyable and meaningful.

I would also like to thank Dr. Oliver Kisaka, Managing Director – CORAT Africa and the entire CORAT fraternity for their assistance and encouragement which have been invaluable in facilitating my research and enriching my academic experience. Not forgetting my classmates, siblings, and work mates Isaac Mungai and Dr. Jacqueline Gachihi who have supported me spiritually, emotionally and mentally throughout this journey. Their encouragement and faith in my abilities have been the driving force behind my resilience.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

ABSTRACT

The inspiration for effective management lies in the performance of an organization, as an organization's motive is null and void if it fails to meet its predetermined goals and desires. Organizational overall performance drives success and fosters excellent workplace relationships. However, many companies face resistance from their personnel while trying to introduce modifications to the company subculture, ensuing in sizeable turnover. The purpose of this study was to assess the influence of corporate culture on the organizational overall performance of CORAT Africa, Kenya. The study specifically focused on the extent to which stewardship, integrity, accountability, and professionalism influence the organizational Performance of CORAT Africa, Kenya. As guiding frameworks, the study drew on Edgar Schein's Culture theory, the Mc Kinsey 7S Framework, and Systems theory. The study employed a descriptive design and included 60 CORAT Africa employees, using a census approach due to the small target population. The study employed a semi-structured questionnaire, and a pilot study was conducted to determine the instrument's validity and reliability. The analysis was carried out using the Statistical Package for Social Sciences (SPSS) and descriptive analysis results were presented in the form of tables and charts. A multiple linear regression model was used to investigate the relationship between the dependent and independent variables. The result showed that all four Corporate Culture factors (stewardship, integrity, accountability, and professionalism) were positively correlated with organizational performance, with stewardship exhibiting the strongest correlation. The multiple regression analysis indicated that the predictor variables significantly predicted organization performance, accounting for 72.1% of the variance in employee performance at CORAT Africa. The study recommends CORAT Africa to foster a culture of stewardship, integrity, accountability, and professionalism, by creating a positive work environment that empowers employees and facilitates their success, encourage a collective culture, prioritize the establishment and reinforcement of ethical principles and provide fair treatment of individuals, develop and implement policies and practices that promote fairness, transparency, and accountability, create mentorship programs and regular ethics training and provide clear guidelines for her employees and lastly foster a culture that encourages continuous training and development opportunities, develops a sense of calling to the profession, and recognizes and rewards dedication and competence. The study has added to the body of knowledge through unveiling the influence of corporate culture on organizational performance; will function as a theoretical framework for future research in the area; and is expected to provide critical insights to the non-profit sector with the goal of creating empowering environments and providing proactive assistance to improve organizational performance.

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

TABLE OF CONTENTS

DECLARATION....ii
DEDICATION....iii
ACKNOWLEDGMENT....iv
ABSTRACT....v
LIST OF TABLES....ix
LIST OF FIGURES....x
LIST OF ABBREVIATIONS AND ACRONYMS....xi
CHAPTER ONE....1
INTRODUCTION....1
1.1 Chapter Overview....1
1.2 Background of the Study....1
1.2.1 CORAT Africa....6
1.3 Statement of the Problem....7
1.4 General Objective....8
1.5 Specific Objectives....8
1.6 Research Questions....8
1.7 Justification of the Study....9
1.8 Scope of the Study....9
1.9 Limitations of the Study....10
1.10 Assumptions....10
1.11 Operational Definition of Terms....10
CHAPTER TWO....11
LITERATURE REVIEW....11
2.1 Introduction....11
2.2 Theoretical Literature Review....11
2.2.1 Edgar Schein's Theory of Culture....11
2.2.2 Mc Kinsey 7-S Framework....13
2.2.3 Systems Theory....14
2.2.4 Neo-Classical Theory....16
2.3 Empirical Literature Review....18
2.3.1 Stewardship and Organizational Performance....19
2.3.2 Integrity and Organizational Performance....22

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

2.3.3 Accountability and Organizational Performance....24
2.3.4 Professionalism and Organizational Performance....27
2.4 Conceptual Framework....31
2.5 Summary and Research Gaps....32
CHAPTER THREE....35
RESEARCH METHODOLOGY....35
3.1 Introduction....35
3.2 Research Design....35
3.3 Study Site....35
3.4 Target Population....36
3.5 Census Approach....36
3.6 Data Collection Instrument....36
3.6.1 Questionnaire Construction....37
3.6.2 Pilot Testing....37
3.6.3 Instruments Validity....38
3.6.4 Instruments Reliability....38
3.7 Data Collection Procedures....38
3.8 Data Analysis and Presentation....39
3.9 Ethical Considerations....40
3.10 Chapter Summary....40
CHAPTER FOUR....41
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS....41
4.1 Introduction....41
4.2 Response Rate....41
4.3 Pilot test results....41
4.3.1 Reliability tests....41
4.3.2 Validity tests....42
4.4 Demographic Analysis....42
4.4.1 Gender of Respondents....42
4.4.3 Age of Respondents....43
4.4.4 Period Worked....44
4.5 Analysis of Study Variables....45
4.5.1 Stewardship and Performance of CORAT Africa....45

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

4.5.2 Integrity and performance of CORAT Africa....46
4.5.3 Accountability and performance of CORAT Africa....47
4.5.4 Professionalism and performance of CORAT Africa....48
4.6 Analysis of study Variables....49
4.6.1 Correlation matrix of the Corporate Culture factors and organization performance....49
4.7 Influence of Corporate Culture factors on Organization Performance....50
4.7.1 Multiple Regression Analysis Results....50
4.7.2 Analysis of Variance (ANOVA)....51
4.7.3 Regression Coefficients of Corporate Culture on Performance....51
CHAPTER FIVE....53
SUMMARY, CONCLUSION AND RECOMMENDATIONS....53
5.1 Introduction....53
5.2 Summary of findings....53
5.3 Conclusion of the Research Study....54
5.4 Recommendations of the Study....56
5.5 Areas for Further Studies....57
REFERENCES....59
APPENDICES....67
Appendix I: Consent Form for Participants....67
Appendix II: Research Questionnaire....68
Appendix III: Research Recommendation Letter....73
Appendix IV: Research License....74
Appendix V: CORAT Africa Authorization....75

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

LIST OF TABLES

Table 3.1: Target Population....36
Table 4.2: Reliability Tests....41
Table 4.3: Highest Level of Education....43
Table 4.4: Age of Respondents....43
Table 4.5: Period Worked....44
Table 4.6: Stewardship and Performance of CORAT Africa....45
Table 4.7: Integrity and Performance of CORAT Africa....46
Table 4.8: Accountability and Performance of CORAT Africa....47
Table 4.9: Professionalism and Performance of CORAT Africa....48
Table 4.10: Correlation Results....49
Table 4.11: Model Summary....50
Table 4.12: Analysis of Variance Table....51
Table 4.13: Regression Coefficients of Corporate Culture on Performance....51

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

LIST OF FIGURES

Figure 2.1: Conceptual Model.....31
Figure 4.1: Gender Distribution of Respondents.....42

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

LIST OF ABBREVIATIONS AND ACRONYMS

CATI	CORAT Africa Training Institute
CEO	Chief Executive Officer
CORAT	Christian Organizations Research and Advisory Trust of Africa
COVID-19	Coronavirus disease of 2019
C&R	Consultancy and Research
CPPS	Centre for Professionalism and Peer Support
CWS	Church World Service
EI	Employee Involvement
FB	Family Business
FIM	Family Involvement in Management
GAAPs	Generally Accepted Accounting Principles.
HPWS	High-Performance Work Systems
HR	Human Resources
IC	Intellectual Capital
ICT	Information communications technology
LCD	Learning and Capacity Development
M&A	Mergers and Acquisitions
MEC	Members of the Executive Council
MOE	Ministry of Education
NIC	National Industrial Credit
NACOSTI	National Commission for Science, Technology and Innovation
NMG	Nation Media Group
NPO	Non - Profit Organizations
OD	Organizational Development
SACCO	Savings and Credit Co-Operative Society
SEM	Structural Equation Modelling
SMP	Small and Medium Audit Practices
SPU	St. Paul's University

ST. PAUL'S UNIVERSITY

St. Paul's University Repository

TMT	Top Management Team

ST. PAUL'S UNIVERSITY

CHAPTER ONE
INTRODUCTION

1.1 Chapter Overview

This chapter covers sections that cover background of the study, statement of the problem, objectives of the study, justification of the study, scope, limitations, study assumptions and operational definition of terms.

1.2 Background of the Study

The conversion of inputs into outputs to achieve particular objectives is referred to as organizational output. In phrases of content material, overall performance explains the link among minimal and effective cost (financial system), efficiency, and output and completed result (Hurduzeu, 2015). Organizational overall performance is at the heart of all management, as there is no reason for a business entity to exist if it is not acting in accordance with its established dreams and goals. As a result, businesses must strive to investigate various potentialities to maintain and improve overall performance (Hickman & Silva, 2018).

The measurement of performance is defined because the normal dimension of effects and effects yields reliable facts on the effectiveness and efficiency of packages (Yaghoobi & Haddadi, 2016). The performance of an organization is crucial for scholars and directors to assess corporations and contrast them with competition by way of assessing their actions and environments. It also encompasses three significant areas of company outcomes: economic performance (earnings and return on investment); product marketplace overall performance (sales and marketplace percentage) and shareholder return (for example, total shareholder returns and financial value delivered (Yaghoobi & Haddadi, 2016). Agencies, consequently, require performance reviews to decide the application and desirability in their sports, mainly in complex and dynamic environments. Corporate executives can create an influential corporate way of life to integrate the tradition and improve overall

ST. PAUL'S UNIVERSITY

performance. Successful cultural integration within the company institution is essential to preserving effective verbal exchange and performance (Idris, Wahab & Jaapar 2015).

Globally research was performed to determine the effect of company subculture on performance. In Spain, company culture has been studied extensively in terms of business enterprise overall performance. Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) found that certain styles of corporate cultures can either enhance or hinder each innovation and overall performance. Their studies revealed that adhocracy lifestyle, which emphasizes flexibility, experimentation, and hazard-taking, turned into the lifestyle that high-quality anticipated innovation and overall performance. Apparently, the study also discovered that the values promoted by the company culture were critical in determining its impact on performance. For example, a way of life that emphasizes hierarchy and stability, for example, has been discovered to inhibit innovation and overall performance, whereas a subculture that promotes collaboration, creativity, and continuous learning has been discovered to foster them. The findings also recommend that innovation performs a critical function in connecting precise varieties of organizational cultures to performance. By using selling a lifestyle that values innovation and creativity, organizations can doubtlessly enhance their overall performance and gain a competitive side of their industries.

Seong (2011) investigated in Korea how high-performance work systems, resource management, and entrepreneurship can contribute to sustained outstanding performance in Korean contexts. Seong's (2011) study additionally discovered that HPWS and entrepreneurship have statistically substantial relationships with organizational overall performance. Corporate culture and HPWS interaction were not statistically significant. He did, however, suggest that more emphasis be placed on other organizational characteristics as moderators to acquire further accurate insights into the interrelationships among an HR system, entrepreneurial characteristics, and organizational performance.

Nikpour (2017) investigated the connection between organizational culture, employee organizational dedication, and organizational overall accomplishment in a schooling workplace in Kerman province, Iran. The study provided a theoretical framework for

ST. PAUL'S UNIVERSITY

expertise, the relationships between these variables and then investigated the effect of company lifestyle on organizational overall performance, with a specific cognizance on employee organizational commitment. The findings also revealed that corporate subculture had a direct progressive effect on organizational overall performance, which became amplified when mediated by organizational dedication of personnel. The study also highlighted the high-quality and significant impact of corporate lifestyle on organizational overall performance, as well as the possibility that positive cultural characteristics can serve as important predictors of organizational success.

According to a study conducted by Belias and Koustelios (2014), corporate lifestyle has emerged as a critical factor influencing employee commitment, process pleasure, and retention in Pakistan. The influence of corporate culture on these three variables has been extensively discussed, as it has been identified as the foundation for any company's overall performance. A good corporate culture can increase employee commitment and job satisfaction, leading to lower employee turnover and improved organizational overall performance, whereas a bad one has the opposite effect, leading to lower employee dedication, job satisfaction, and higher employee turnover costs. As a result, corporations must prioritize the development and maintenance of a positive organizational culture, particularly for new employees, to facilitate their integration and provide them with competitive advantages within the company. The importance of corporate culture in shaping employee commitment, job satisfaction, and retention cannot be overstated, and organizations must recognize this fact and take appropriate measures to ensure the development of a great corporate culture.

Mousavi, Hosseni and Hassanpour (2015) conducted research in Iran on the effects of company culture on organizational overall performance in branches of Iranian country financial institutions. The study examined four cultural components and their impact on overall performance indices, revealing a disastrous relationship between culture components and enablers that will be attributed to the nature of banking strategies. The study emphasized the significance of upholding public trust in the banking system, and

ST. PAUL'S UNIVERSITY

bank executives were advised to avoid risk-taking and illogical delegation, with adequate employee information required to make rational decisions.

Chukwu and Aguwamba (2017) carried out a study in Nigeria to examine the impact of company culture on the overall performance of the banking sector. The study's findings discovered that regardless of having excessive funding, maximum Nigerian banks are underperforming because of a loss of a strong company subculture. The research also observed a vast and effective dating between cultural suit, pillars of existence reinforcement, organizational effectiveness enhancement, and organizational performance. However, there is a sizable and inverse courting among steady sample of conduct and organizational overall performance. The students encouraged that corporations need to strive to create a robust and constant culture so one can help sample their growth and give a boost to the pillars in their perpetual existence. It is critical that groups do not purposefully undermine the cultural pedestals on which they stand for egocentric reasons. This emphasizes the importance of corporate culture as a primary motivator of overall organizational performance and success, particularly in the banking industry.

The relationship between company tradition and overall performance has been studied in Ghana's banking industry (Poku, Zakari & Soali, 2013). Participants in the survey came from different backgrounds. departments and positions, and the results confirmed that while there were notable variations between banks in company lifestyle traits, there were no significant differences in overall performance. There was a significant link between corporate culture and overall performance, with mission being the culture trait with the greatest ability impact on performance. Corporations in Ghana must prioritize growing and retaining successful projects to improve their performance. The elements mentioned above enable an agency's advanced performance, providing it with a competitive advantage. There may be a link between corporate culture and employee performance in Kenya.

Mwau (2016) conducted research at Kenya Power and Lighting Company (KPLC) to investigate the connection between company culture and overall performance. According to the findings, there is a significant and fine relationship between company culture and

ST. PAUL'S UNIVERSITY

performance. Important determinants of organizational performance, consistency, involvement, adaptability, and mission were identified. Businesses must focus on developing a great organizational culture, aligning it with organizational strategies and policies, and providing employees with education and learning opportunities to help them adapt to new changes, according to the study.

In a study conducted by Musya (2016), the aim was to gain insights into the factors that influenced the innovation strategies of Savings and Credit Cooperative Companies (SACCOs) in Mombasa County, Kenya. The research sought to identify key elements that contributed to innovation at three levels: managerial, organizational, and environmental. The findings highlighted that the most significant drivers of innovation strategies were top leadership influence, organizational structure, resource availability, and competitive dynamics within the industry.

The study's objective was to investigate how SACCO managers and policymakers could improve their innovation strategies and overall performance. The study emphasized the importance of further research into individual-level determinants of innovation, such as the impact of managerial characteristics such as leadership, age, experience, intellectual capabilities, and human capital. Furthermore, the study advocated for increased research efforts to investigate the determinants of innovation strategies in the SACCO industry not only at the national level, but also within specific coastal regions, different counties, and different stages of the industry's development (Musya, 2016).

Njugi and Nickson (2014) investigated the effect of corporate subculture on employee overall performance in Kenyan non-governmental organizations (NGOs), with a specific consciousness on world vision. In step with their findings, corporate culture has a great impact on overall performance with the aid of shaping the organisation's philosophy, work surroundings, performance objectives, and balance. The researcher also described unique cultures (aggressive, entrepreneurial, bureaucratic, and consensual), as well as personnel who prefer a mix of mutual and entrepreneurial or aggressive and business-minded cultures. According to the study, the company should also help employees set realistic

ST. PAUL'S UNIVERSITY

goals and empower them through delegation to boost self-confidence, promote honest and practical rules, and include group-building activities to boost team spirit. As a result, groups must implement all aspects of corporate culture to improve employee performance.

These studies have made significant contributions to their respective lines of research and have aided in the formation of the study schedule. Organizational Development (OD) is a process that focuses on increasing organizational effectiveness and efficiency by strengthening the adaptability of the organization to changing circumstances. It also aims to foster a culture that promotes excellent attitudes, behaviours, and practices, resulting in improved overall performance. As a result, if organizations want to improve their overall performance, they must prioritize growing and maintaining an excellent corporate culture. Numerous studies conducted in various countries have highlighted the significance of company culture in encouraging collaboration, creativity, continuous learning, risk-taking, shaping employee dedication, pride in taking on tasks, and retention.

A high-quality corporate subculture can increase employee commitment and job enjoyment, leading to lower employee turnover and better overall organizational performance, whereas a low-quality corporate subculture can have the opposite effect, leading to lower employee dedication, activity satisfaction, and higher worker turnover fees. Organizational Development (OD) interventions can also focus on implementing high-overall performance work structures that improve employee capabilities, skills, and job satisfaction, resulting in improved organizational overall performance. Groups can gain a competitive advantage by improving their performance in their industries by incorporating a beneficial corporate tradition and implementing OD interventions.

ST. PAUL'S UNIVERSITY

1.2.1 CORAT Africa

CORAT Africa was established with the help of CORAT UK, which was founded in the 1960s to provide professional services in all aspects of church management and administration, as well as to run special courses for church leaders and church-related organizations. By the early 1970s, its work in the Third World had advanced so quickly that plans for an office in Africa were being developed. CORAT Africa was incorporated in

March 1975 as a company limited by guarantee with no share capital under Kenya Company Laws, Chapter 486.

Consultancy and Research (C&R), Learning and Capacity Development (LCD), Administration, CORAT Africa Training Institute (CATI), Administration, and Hospitality are all services provided by CORAT Africa. Since its inception, CORAT Africa has provided professional consulting, training, and advisory services in areas such as management, administration, finance, human resources, strategic planning, healthcare system management, and development. Through individual and organizational capacity building, the organization is committed to enabling organizations to achieve significant levels of self-sufficiency in skilled labour and material resources.

According to a review of CORAT Africa's financial performance in the 2020-2024 Strategic Plan, revenues increased 37.87% between 2015 and 2019. CORAT Africa, on the other hand, has been facing financial difficulties since 2020, as evidenced by decreased revenues, strained cash flows, and a decrease in the use of CORAT Africa's services by her partners and clients. Over the last five years, CORAT Africa has failed to meet the financial projections set out in the 2020-2024 Strategic Plan. In 2020, for example, the revenue deficit was 53.22% of the projected budget. In 2021, the revenue deficit was 35.56%, while in 2022, the revenue deficit was 32.43% of the projected budget. The goal of this study was to see how corporate culture affects organizational performance at CORAT Africa, with a special focus on the company's core values of stewardship, integrity, accountability, and professionalism.

ST. PAUL'S UNIVERSITY

1.3 Statement of the Problem

A variety of non-monetary variables have significant impact on the overall performance of an organization. Human behaviour is an important non-monetary factor that influences performance. As a result, organizations must define their culture to gain comprehend human behaviour and to foster a subculture that improves organizational overall performance through company social responsibility, encourages skill sharing, consensus,

decision-making, employee rewards/popularity, remuneration, attitudes, company values, verbal exchange, and customer support delivery (Nazarian, Soares, & Lottermoser, 2017; Jumba, 2013 & Aluko, 2003). Organizations should also create a culture that encourages verbal communication, customer service delivery, decision-making, worker recognition, corporate values, and skill sharing, all of which are critical for improving overall performance (Zakari, 2013). Organizational performance continues to be a key situation for non-profit organizations (NPOs), despite the notion that they are now not worried with profitability. Sustainability, lack of green advertising and fundraising techniques, governance and control issues, and economic difficulties has all impacted NPO overall performance (Wolf, 2012). No matter the importance of company subculture in for-earnings organizations, there is a dearth of studies on non-income organizations. CORAT Africa has faced several challenges over the last five years, according to its Strategic Plan (2020-2024), including the loss of some highly professional employees to competitors, low student enrolment due to changes in Kenya's educational system, low bed occupancy, and stiff competition from rival groups (CORAT Africa, 2020). CORAT Africa's performance has been hampered by declining cash flows, which have resulted in significant revenue deficits compared to projected budgets in recent years, making it difficult to meet the financial targets outlined in the 2020-2024 Strategic Plan. Considering these challenges, CORAT Africa initiated efforts to change its corporate culture to improve its performance. However, it remained unclear whether such efforts had worked as expected. Hence, the study looked at the influence of corporate culture on organizational performance of CORAT Africa, Kenya.

ST. PAUL'S UNIVERSITY

1.4 General Objective

This study investigated the influence of Corporate Culture on organizational performance of the Christian Organizations Research Advisory Trust of Africa (CORAT Africa) in Nairobi, Kenya, amid the ever-changing landscape of contemporary organizations.

1.5 Specific Objectives

i. To assess the influence of stewardship on organizational performance of CORAT Africa, Nairobi, Kenya.
ii. To assess the influence of integrity on organizational performance of CORAT Africa, Nairobi, Kenya.
iii. To assess the influence of accountability on organizational performance of CORAT Africa, Nairobi, Kenya.
iv. To determine the influence of professionalism on organizational performance of CORAT Africa, Nairobi, Kenya.

1.6 Research Questions

i. What is the influence of stewardship on the organizational performance of CORAT Africa, Nairobi, Kenya?
ii. What is the influence of integrity influence on the organizational performance of CORAT Africa, Nairobi, Kenya?
iii. What is the influence of accountability on the organizational performance of CORAT Africa, Nairobi, Kenya?
iv. What is the influence of professionalism on the organizational performance of CORAT Africa, Nairobi, Kenya?

1.7 Justification of the Study

This research makes a significant input to pertinent research in several ways. To start with, its findings are extraordinarily important to CORAT Africa's management team because they gain better information of the cultural elements that influence the corporation's overall performance. With these facts, they will be better prepared to adopt the corporation's guidelines and practices to fulfil a variety of demands of their employees and to establish a workplace that is sensitive to cultural differences and consistent with its core values. Furthermore, the findings of this study will be critical in understanding how struggling non-profit organizations can identify and address cultural barriers that impede their

ST. PAUL'S UNIVERSITY

performance. These findings will help to improve their long-term viability and ability to effectively serve underserved communities. This study also serves as a springboard for future research into various aspects of corporate culture and organizational performance, emphasizing the critical role that cultural factors play in shaping employee outcomes and an organization's overall success. These findings will help expand the body of knowledge through unveiling the influence of corporate culture on organizational performance, which will serve as a theoretical framework for future studies in the area; and is expected to provide critical insights to the non-profit sector with the goal of creating empowering environments and providing proactive assistance to improve organizational performance.

1.8 Scope of the Study

The research was done in CORAT Africa Nairobi, Kenya. Respondents in the study were employees from CORAT in all relevant organizational departments, including senior management, middle-level staff, support staff, and associate consultants from the C&R, LCD, CATI, Administration and Hospitality departments. Factors selected for this study were CORAT's core values which comprise of stewardship, Integrity, Accountability and professionalism. Data was gathered using questionnaires. The study was conducted from November 2022 to August 2023.

1.9 Limitations of the Study

Several limitations were faced while conducting this study. Most respondents at CORAT Africa were hesitant to participate due to concerns about disclosing sensitive information; thus, the researcher explained how the records collection technique would be carried out and how anonymity and confidentiality were going to be preserved to maximize truthfulness. Furthermore, the organization is a busy working environment, with many employees almost always out of the office conducting fieldwork and others working in shifts. This was expected to slow down data collection. To address this, Google form questionnaires were used, and respondents given ample time to fill and submit their responses.

ST. PAUL'S UNIVERSITY

1.10 Assumptions

The research anticipated that the respondents who were sampled were conscious of CORAT Africa's culture and would voluntarily participate in the study. Furthermore, it was assumed that management could not hold respondents accountable and would instead use the study findings to improve the work environment if it was found to be deficient.

1.11 Operational Definition of Terms

Corporate Culture: Relates to the gathering of morals, principles, ethics and approaches that describe an organization and guide its practices.

Organizational performance: Refers to the means an organization's concrete productivity as measured against its envisioned yields (or aims and objectives).

Socio-technical Systems: Refers to the application of the social sciences' understanding of social structures, roles, and rights to design systems, including human societies and technology

ST. PAUL'S UNIVERSITY

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature on the aspects of corporate culture that affect performance in organizations. The chapter presents theoretical and empirical reviews as well as the study's conceptual framework.

2.2 Theoretical Literature Review

This section delves into the foundational theories and concepts that underpin this study, shedding light on the relevant literature that informs the research. By exploring existing theories and empirical studies, this section aims to build a solid theoretical foundation for the investigation into the influence of corporate culture on organizational performance at CORAT Africa, Kenya. Furthermore, theoretical literature provides a structured framework for comprehending and interpreting phenomena.

2.2.1 Edgar Schein's Theory of Culture

Culture, as stated by Edgar Schein's Theory of Culture, is a collection of collective notions, values, beliefs, and behaviours that influence the way people interact with and interpret their surroundings. Schein (2010) distinguished three stages of culture: artefacts and behaviours, embraced values, and fundamental assumptions. The visible elements of culture, such as dress codes, rituals, and symbols, are referred to as artefacts and behaviours while the values that an organization claims to hold, such as respect, teamwork, and innovation, are referred to as the espoused values level. The level of underlying assumptions denotes to the unspoken with unconscious principles that nature behaviour and are regularly taken for granted.

The Theory of Culture by Edgar Schein has several strengths, including a comprehensive and systematic approach to understanding organizational culture. Schein's three-level model (Schein, 2010) provides a framework for analysing the various deposits of managerial cultures, such as visible articles, adopted ethics, and underlying assumptions.

ST. PAUL'S UNIVERSITY

This model can be used to understand and diagnose corporate culture, which can aid leaders and managers in developing effective organizational change and performance strategies (O'Reilly & Chatman, 1996).

Schein's theory is notable for emphasizing the function of tradition in shaping employee behaviour and feelings. According to Schein (2010), subculture is a powerful force that influences how people interpret and interact with their artistic surroundings, and knowledge a corporation's culture is essential for creating superb and powerful work surroundings. This perspective is supported by research, which has observed that corporate culture can have a large effect on worker motivation, pleasure, and commitment (Ashkanasy et al.2011).

Culture, according to Schein (2010), can significantly impact an organization's output and effectiveness. Understanding a given society's culture is critical for leaders to create efficient methods and create positive work environments. The independent variables of stewardship, integrity, accountability, and professionalism may be linked to Schein's theory via the espoused values level of culture, which refers to the values that an organization claims to hold, such as respect, teamwork, and innovation. Understanding an organization's culture, including its espoused values, is critical for leaders to develop effective strategies and create a positive work environment.

However, Schein's theory has limitations, such as ignoring visible and tangible aspects such as symbols and rituals (O'Reilly & Chatman, 1996) and being overly focused on a single do minant culture within an organization (Martin, 2002), which overlooks the existence of multiple subcultures that may coexist within the same organization. Critics have also argued that Schein's theory lacks a clear framework for diagnosing and changing corporate culture (Cameron & Quinn, 2011) and that a more structured approach, such as the competing values framework, may be required for effectively managing culture change. Furthermore, the theory fails to account for the impact of power and politics on organizational culture, necessitating a more comprehensive approach that takes power dynamics within the organization into account (Ashkanasy et al., 2011).

ST. PAUL'S UNIVERSITY

Schein's Culture theory emphasizes the importance of understanding underlying assumptions and values that shape behaviour, aligning with the McKinsey 7-S Framework, which emphasizes the interdependence and interconnectedness of various components within an organization. Both frameworks emphasize a comprehensive approach that considers interior and exterior aspects, the same as the importance of aligning different components to achieve organizational goals. Integrating these frameworks can help leaders and managers develop a holistic perspective for organizational development and change, resulting in positive outcomes.

2.2.2 Mc Kinsey 7-S Framework

The McKinsey 7-S model is a management model that describes seven internal factors that must be aligned for a company to succeed. McKinsey & Co. created the framework in the late 1970s, and it has since become a widely used tool for analysing and improving organizational effectiveness. Plan, organization, systems, common values, style, staff, and skills are among the seven factors. To achieve optimal organizational effectiveness, these factors must be aligned and mutually reinforcing. Waterman (1982) discusses the McKinsey 7-S framework and its application to achieve strategic fit. He observes that the 7-S model is an effective tool for assessing an organization's current state and identifying areas where change may be required to achieve strategic fit.

One of the McKinsey 7S framework's strengths is that it provides an all-inclusive opinion of the organization and assists leaders in identifying areas for improvement (Pasmore & Fagans, 1992). It also emphasizes the significance of alignment among various aspects of the organization and how changes in one area can have an impact on others. As a result, when making strategic decisions, leaders must consider the interdependence of all seven factors. The framework's one limitation is that it can be challenging to put into practice and measure, especially in large and complex organizations (Armenakis & Bedeian, 1999).

The McKinsey 7-S Framework was criticized by Pascale and Athos (1981) for being too rigid and mechanistic in its approach to management. They argued that the framework overlooked the importance of informal networks and relationships within organizations,

ST. PAUL'S UNIVERSITY

which can often be more influential than formal structures and systems, whereas Waterman (1982) criticized the framework for being overly focused on structure and process and not paying enough attention to the human and cultural aspects of organizations. He contended that businesses that succeed have a motivation and values and that the framework failed to adequately capture these elements.

Cameron and Quinn (2011) criticized the McKinsey 7-S Framework for focusing too narrowly on internal organizational factors while ignoring external factors such as market conditions and customer needs. They contended that successful organizations ought to be able to acclimatize to varying external environments and that the framework failed to address this issue adequately. The McKinsey 7S framework is closely related to the goals of stewardship, integrity, accountability, and professionalism. By aligning the seven factors, leaders can foster a culture that values ethical behaviour, accountability, and professionalism. Shared values, for example, can guide decision-making and promote ethical behaviour. Leaders can promote professionalism and a commitment to excellence by ensuring that their staff has the necessary skills and competencies.

The McKinsey 7-S Framework can help organizations promote positive values, but it has limitations and should be used in conjunction with other approaches that take into account external factors. For effective organizational development, an integrative approach that incorporates various perspectives and frameworks is required. To manage organizational change and improve performance, practitioners must address the framework's limitations, recognize the importance of informal networks and cultural aspects, and incorporate multiple perspectives. This is consistent with systems theory, which emphasizes the significance of allowing for both interior and exterior factors to achieve organizational goals.

ST. PAUL'S UNIVERSITY

2.2.3 Systems Theory

The structure theory of organization has its roots in biology and structure technological know-how. However, it is far more commonly used in the context of businesses and various kinds of groups. Ludwig von Bertalanffy formalized it within the early 1950s, and his ideas

became the foundation for what we now call the Systems Theory. Systems theory allows us to understand the link between various organizational parts and how they interact with each other. Although Bertalanffy is widely credited with the development of systems theory, he is not the only person who contributed to its creation (Harappa Education, 2021). Many theorists, including Peter Senge and Donella Meadows, collaborated to understand how an organization can function effectively and efficiently while also satisfying individual needs (Meadows, 2008; Senge, 1990). This approach investigates the interactions and interdependence of a machine's various components to better understand it and is therefore, a valuable tool for encouraging corporate stewardship, integrity, duty, and professionalism.

Systems thinking is a managerial discipline that examines the interactions and linkages among the various components that make up a given system to understand it better. It assists groups in being more conscious of their interpersonal and team interactions and the consequences of their actions. At its greatest simple level, a system is a gathering of interconnected or interdependent pieces that come together to form a cohesive whole. An organization is made up of three interlocking systems that are sociotechnical, administrative and strategic. People, software, hardware, the organization, and various other systems all work together to form Sociotechnical systems (STS). Sociotechnical Systems are an effective means of connecting people and technology while decreasing risks and enhancing human experience with the current technologies. It is easier to grow and adapt to change when elevating the entire sociotechnical system over controlling a business in parts.

Administrative systems and procedures are a collection of guidelines that business leaders must adhere to and they are in place to help an organization become more structured, efficient, and accountable, with the primary goal of achieving organizational objectives. The system strives to maximize the efficiency of the organizational resources and is likely to comprise various departments within the organization. Therefore, there is a need to strengthen interactions between different components by efficiently utilizing these areas. It

ST. PAUL'S UNIVERSITY

can also operate in a social setting, promote corporate objectives, and establish policies using a systems viewpoint.

In line with Robbins (1990), one criticism of this approach is that it makes a speciality of "the method to acquire effectiveness in place of on organizational effectiveness itself." Measuring the method or manner of a company may be tougher than measuring the precise end desires of the purpose-attainment method. In terms of stewardship, the structures wondering approach emphasizes the interconnectedness of an organization's numerous additives, in addition to the significance of considering the effect of selections at the entire gadget (Senge, 1990).

Systems theory is considered as an overly bold narrative, with a few assuming that a single career may be all things to anybody (Hutchinson & Otedal, 2014). The principle also focuses on the state of society. However, aesthetics, morality, ethics, and how society "ought to be" are all missing. At best, the theory has a "weak focus on morals and ethics"; "no stand is taken, and conflicts of interests are not identified" (Hutchinson &Otedal, 2014).

This approach encourages managers to consider how their decisions will affect future generations. It also prioritizes transparency and ethical decision-making and fosters an understanding of the organization's and its stakeholders' various needs and how they are interconnected (Meadows, 2008). The strategy also encourages leaders to be open and honest about their decisions, as well as take into account the consequences of their actions and decisions, which promotes accountability. It emphasizes the importance of managers mentoring, encouraging, and guiding their employees (Senge, 1990). This method helps leaders identify potential issues and implement necessary changes.

Finally, incorporating the systems thinking approach into organizational development can help to foster a culture of continuous learning and development that benefits both employees and the organization. OD practitioners can assist managers in making decisions that consider the impact on the entire system by recognizing the interconnectedness of different components of the organization (Meadows, 2008). This all-encompassing

ST. PAUL'S UNIVERSITY

approach, which emphasizes the importance of fostering stewardship, integrity, accountability, and professionalism, can assist organizations in adapting to changes and remaining competitive in their industries.

2.2.4 Neo-Classical Theory

The neo-classical theory, which originated with the Hawthorne studies in the 1920s. This theory, developed by sociologists and psychologists, delves into topics such as leadership, morale, and cooperation, all of which are believed to play an essential part in shaping professional behaviour and attitudes and it is different from its classical predecessor by focusing on the emotional and psychological aspects of human behaviour within organizational contexts (Sarker & Khan, 2013).

The term "neo" refers to the uniqueness of this viewpoint, whereas "classical" refers to the economic theories of 18th and 19th-century economists (Ferdous, 2017). The human relations approach and the behavioural science approach are the two primary avenues through which Neo-classical theory develops. Employees are complex beings with social and psychological dimensions, according to Elton Mayo, a prominent figure in the field (Hussain et al., 2019).

Promoting positive interactions between employees and employers, as a result, serves as a motivator for increased productivity. The behavioural approach, on the other hand, emphasizes interpersonal relationships, focusing on the roles and relationships that underpin effective organizational functioning. This approach fosters a friendly environment in which employees' innovative ideas and techniques are welcomed.

Individuals, work groups, and participative management are central to Neo-classical theory (Townley, 2019). The theory recognizes that everyone has emotions, feelings, hopes, aspirations, and expectations. Concerning work groups, it emphasizes that workers are not isolated entities, but rather integral parts of informal organizations, and it encourages management to integrate these informal structures with formal ones. Finally, participative management advocates for active employees' involvement in decision-making procedures

ST. PAUL'S UNIVERSITY

(Townley, 2019). This theory has profoundly influenced the examination of human behaviour in the workplace and within organizations (Ferdous, 2017). It has underscored the substantial role of individuals in the production process and has introduced innovative concepts and practices to better understand human behaviour in terms of group dynamics, teamwork, culture, leadership, motivation, participation, job environment, and power dynamics.

The contention at the heart of neo-classical theory is that a sense of belonging and social acceptance has an enormous effect within an organization on positive workplace performance. Effective leaders, according to Saad and Kaur (2020), understand how group dynamics can contribute to an organization's overall success. However, it is critical to acknowledge the neoclassical theory's limitations. For starters, its assumptions lack scientific rigor and are susceptible to experimental bias, resulting in uncertain conclusions (Ferdous, 2017). Furthermore, its practical application is difficult, necessitating fundamental shifts in both administrative and workforce philosophies and approaches (Sarker & Khan, 2013). Furthermore, the theory is essentially an adaptation of classical theory and lacks a unified framework. The Hawthorne studies, which began as an attempt to address lack of human interaction in the classical era failed to show a significant relationship between workplace conditions and productivity.

The neoclassical theory is pertinent in terms of company performance because it emphasizes the need to recognize that employees are more than just economic actors; they also include social and psychological aspects (Hussain et al., 2019). As a result, encouraging positive interactions between employees and employers becomes critical for increasing productivity. Furthermore, the theory fosters an environment that is conducive to the introduction of novel ideas and techniques, which aligns with the fundamental elements that drive organizational performance as discussed in this study.

ST. PAUL'S UNIVERSITY

2.3 Empirical Literature Review

Culture is a corporation's unwritten social order that shapes attitudes and behaviours in large and lengthy-lasting approaches. Inside a group, cultural norms define what is encouraged, discouraged, commonplace, or rejected. When subculture is well aligned with personal values, drives, and desires, it can channel enormous amounts of energy in the direction of a common goal and foster an establishment's ability to thrive (Tarallo, 2021). Overall performance denotes a country of competitiveness, obtained through a degree of efficacy and productiveness that guarantees its strong presence in the marketplace, taking into consideration the multifaceted and complex interactions among many components (Dragomir & Pânzaru, 2014).

According to Fekete (2021), the use of overall performance indicators in an agency's day-to-day operations must be related to the employer's approach, which can be achieved to measure both organizational and individual overall performance given the external and internal factors influencing it. Individual performance evaluation is a sensible added value to organizations and one of the most important elements of personal development that is required for organizations with a monetary basis that want to achieve a market position. Financial metrics also demonstrate the cost of private benchmarking and technological advancement. The challenge and individual competency assessments are also extremely beneficial in breaking down current barriers.

Non-economic performance indicators such as task pride, organizational commitment, and employee turnover are also indicators of a company's overall performance. Zulkifli and Jamaluddin (2000). According to Elena-Iuliana and Maria (2016), groups are now having difficulty meeting the standards set by society's values, hobbies, and expectations. In the current climate of globalization, any society's primary goal is to maintain sustainable growth while considering the higher standards imposed by the imperatives of sustainable development. Due to the range of definitions currently being used in scientific literature, performance definitions need more clarity. Performance must be clearly and consistently defined to avoid being either overly general or overly specific. Scholars believe that when defining organizational performance, all the activities that take place in a distinct entity as

ST. PAUL'S UNIVERSITY

well as the diverse interests of the people involved should be considered since the purpose of an entity can change.

2.3.1 Stewardship and Organizational Performance

The empirical literature indicates that there is a positive affiliation among stewardship behaviour and organizational performance, even though the findings are relatively inconsistent. Neubaum et al., (2017) published a study in the Family Business Review to fill a gap left by earlier empirical studies that used a validated measure of stewardship to explain sphere of family business results. To expand the scope of a dependable and accurate Stewardship Climate Scale, the authors surveyed managers and subordinates from families of relatives and non-owned family corporations in the USA and Australia. Their findings found out that family companies have a more potent stewardship climate and that the stewardship climate and performance relationship is mediated by innovativeness. Furthermore, stewardship results are more potent in a circle of firms owned by relatives, confirming the importance of the stewardship principle and the authors' measure in explaining own family enterprise effects.

The researchers made several recommendations for each circle of relatives and non-family groups based totally on their studies. First, family groups must cultivate a strong stewardship lifestyle because it is linked to higher company overall performance. This is feasible by instilling in employees a sense of shared purpose and duty, encouraging participation in decision-making, and emphasizing long-term thinking. Furthermore, they advised that non-circle of relatives' firms examine stewardship practices from various family firms. Non-own family groups may benefit from cultivating a sense of community amongst employees and encouraging a long-term perspective. Following that, the authors advocated for additional research to investigate the role of stewardship in various contexts, as well as the impact of other factors, such as ownership structure, on stewardship climate and its relationship to firm overall performance.

According to Qiao et al. (2017), powerful CEOs in China exhibited both employer and stewardship behaviours, incurring self-involved business enterprise charges while

ST. PAUL'S UNIVERSITY

appearing as stewards for the company's benefit. The study used data from Chinese language indexed companies between 2007 and 2016 to show that balancing those behaviours results in superior short- and long-term company performance. It also emphasized the influence of cultural factors on CEO behaviour, owing to China's vulnerable corporate governance, legal institutions, and economic markets. Traditional Chinese culture, on the other hand, inspires CEOs to be stewards because it is based on cooperation, paternalism, and positive interpersonal relationships. The findings implied that Chinese CEOs' demeanours are generally consistent with stewardship behaviour, which is most likely influenced by national cultural factors such as the traditional Confucian value of public service. The study made significant contributions to the literature by integrating corporation and stewardship theories and demonstrating their relationship with CEO strength using a constant measure. It also shed light on the impact of national lifestyle on firm behaviour, emphasizing the importance of future research into subculture's specific effects on firm behaviour in various countries.

Mucci et al. (2020) studied the relationship among own family involvement in management (FIM), family principle, and circle of family business (FB) overall performance. Consistent with the findings of the study, a stewardship-orientated culture weakens the connection between a family CEO and FB overall performance, and there was no moderating effect of stewardship on the connection between FIM and FB overall performance. Furthermore, the study shed light on variations in FIM within FBs, and implied that a stewardship-oriented way of life may be not able to mitigate circle of family employer conflicts within the presence of a circle of relatives CEO. The findings also revealed that conflicts and tensions among own manager Sub-groups include family and non-family managers, harmed firm performance, especially when the top management team (TMT) has almost same businesses of family and nonfamily managers. The study emphasized the importance of expertise the complicated courting among FIM and FB performance by way of considering both circle of relatives' essence and TMT composition.

ST. PAUL'S UNIVERSITY

Dzomira (2016) conducted a study in South Africa to research the adoption of the combined warranty version inside the public sector. Primarily based at the stewardship principle, which proposed that stewardship is a function of the authorities' duty for the welfare of residents, the study used a qualitative technique to analyse facts from preferred reports on provincial audit results from 2014 to 2015. According to the study, there was a high level of appreciation for the mixed guaranteed version and assurance provision in South Africa's public sector. The research further made recommendations that the South African government improve its tracking of a coordinated and approach to internal control systems, risk management, and compliance issues that is all-encompassing. The excellent valid pastimes and expectations of the 'inclusive stakeholders' was served using a stewardship technique. It also recommended that the South African public sector's governing body strengthen its monitoring of a unified and comprehensive approach to internal control structures, risk management, and compliance issues. This would serve the legitimate interests and key stakeholder expectations by enforcing the stewardship method.

Afonso et al. (2021) demonstrated in their study that stewardship acts as a moderator in the relationship between family influence and firm performance. They discovered that circle of relatives-motivated companies that prioritize stewardship behaviour were more likely to acquire better performance results, and the authors emphasize the significance of family business leaders setting organizational pastimes in advance of personal pastimes. The study also highlighted the significance of stewardship motivation and tradition in explaining why a few family corporations outperformed others. The research also implied that individuals involved in analysing family businesses, such as marketers, managers, and consultants, should acknowledge the complex blend of familial impact, encompassing both financial and emotional assets. The ability to balance these elements was crucial for the long-term sustainability of family enterprises.

Existing empirical studies suggested a positive correlation between stewardship behaviour and organizational performance. Nevertheless, there remained gaps that required to be dealt with in order to enhance the comprehensive understanding of this connection. More

ST. PAUL'S UNIVERSITY

research across industries and nations was required to enhance the generalizability of findings past contexts. Consequently, the study aimed to investigate stewardship behaviour and its consequences for productivity in organizations within the non-profit sector, as well as its implications for governance and accountability. By addressing the said gaps in the literature, researchers and practitioners would be able develop a more robust understanding of stewardship behaviour and effective strategies for promoting it in diverse organizational settings beyond family-owned businesses.

2.3.2 Integrity and Organizational Performance

Several empirical investigations have looked into the relationship between organizational integrity and performance and discovered that corporations with higher levels of integrity perform better. Shahid and Azhar (2013) conducted research that emphasized the significance of consideration and integrity in creating a great workplace at both the individual and organizational levels. Any employer benefits from integrity, which is earned over time through consistent behaviour. The study emphasized the importance of integrity for personal achievement and the enhancement of leadership competencies because people with integrity foster trust in their interactions with others. Corporate integrity is required to foster consensus around shared values and to foster an integrity way of life, which has an exceptional impact on company governance and creates a highly valued work environment. Corporations with a strong tradition of integrity outperform their peers and provide strong long-term financial performance, making them suitable for investment.

Employees in groups with high levels of integrity were also found to be more committed to the organization and its goals. Furthermore, organizations that prioritized integrity and interaction were more likely to develop long-term habits that produce better environmental and social outcomes (Hansen & Schaltegger, 2016). Febrina and Syamsir (2020) conducted a study in Indonesia that validated the critical role of human resources in determining organizational goal success. The researchers used associative quantitative studies to analyse the effect of integrity and organizational dedication on worker overall performance, both in terms of satisfaction and the amount of work. According to their

ST. PAUL'S UNIVERSITY

findings, adherence to proper concepts and human resource integrity were closely related to dedication and were required for organizational success. Their findings revealed that organizational dedication and integrity had a positive and significant effect on employee satisfaction.

Isjoni et al., (2019) used a survey with correlational methods to investigate the impact of integrity on the overall performance of high school teachers in Pekanbaru, Indonesia. The data was gathered from high faculty instructors at Tenayan Raya Senior High School who had obtained trainer certification. Consistent with the findings, the integrity of the instructors at Tenayan Raya high school unquestionably and significantly improved their overall performance. Based on these findings, the study recommended that instructors receive specific training on how to improve performance.

Ajemunigbohun, Elegunde, and Azeez (2020) conducted a study in Nigeria on the influence of company integrity on organizational efficacy within the insurance companies. The issue of corporate integrity in Nigeria's insurance industry had become a source of concern due to an increase in fraud, economic scandals, bankruptcies, and other unethical practices. The purpose of the study was to evaluate the effect of corporate integrity on organizational overall performance in Nigerian insurance firms. In line with their study's findings, corporate culture and internal control mechanisms such as compliance systems had a significant impact on organizational effectiveness in insurance firms. According to the findings, insurance firms should broaden and communicate ethical and integrity policies, while regulatory organizations should compare each enterprise within the insurance firms in terms of internal management approaches.

Githui (2014) conducted a study in Kenya titled "An empirical investigation into the measurement of corruption and integrity within the Kenyan police institutions and the study's findings demonstrated an important link between ethical principles and corruption within the Kenyan police force. The study also emphasized the importance of fostering moral integrity throughout the police administration system to reduce the likelihood of corruption among the dedicated members of this vital institution, as well as the importance

ST. PAUL'S UNIVERSITY

of moral standards in public and private businesses, as well as the appalling effect of ignoring moral issues on society. Understanding police perceptions of violations of integrity, such as misconduct and corruption, is critical in laying the structural foundation for stronger regulations governing police integrity not only in Kenya, but in many other economies around the world.

The existing literature underscored the significance of integrity in enhancing overall organizational performance. Nonetheless, there was a need for research focused on the non-profit sector to gain insights into the unique dynamics of integrity in this context. The goal of this research sought to fill those gaps by seeking to understand the influence of integrity on organizational performance and developing strategies for promoting integrity in the workplace.

2.3.3 Accountability and Organizational Performance

Accountability is of significance to organizational performance and previous research has shown that responsibility measures improve organizational overall performance (Brown, 2015). However, depending on the type of enterprise, the connection between accountability and performance can vary. Better education institutions in Korea have been shown to benefit from duty mechanisms as recommended by Choi and Chun's (2021) observation. Monetary accountability, performance accountability, and transparency were discovered to have a substantial impact on the overall organizational performance, as measured by indicators like scholar satisfaction, research output, and administrative efficiency. The modern overall performance evaluation device in Korean higher education establishments focuses in general on educational research output, while other components of organizational overall performance, such as teaching pleasure and pupil outcomes, are not noted. Furthermore, a lack of transparency in decision-making methods and the sharing of statistics impedes duty and may jeopardize organizational overall performance. As a result, strengthening responsibility mechanisms, particularly in less evolved areas, can also bring about stepped forward organizational overall performance in Korean better training institutions. To make sure the shipping of pleasant schooling and studies outputs, Korean

ST. PAUL'S UNIVERSITY

better education institutions ought to prioritize duty mechanisms which might be complete, obvious, and inclusive.

Suykens et al. (2022) investigated the effect of performance-based total duty on how non-profit directors perceive organizational overall performance. Even though research on non-profit marketization suggests that such needs can impede non-income overall performance, research on rational planning indicates a high quality, but indirect, impact. The study discovered that the use of control tools and overall performance measurement structures is critical in explaining how overall performance-based accountability affects subjective overall performance. It was discovered that both output-based and social impact-based control improved non-profit organization overall performance, primarily through the implementation of a rational management method. Rather than imposing accountability standards on non-profit organizations, the study suggests that aid recipients should assist them in adopting management tools to grade their performance in a useful way, which can reinforce the fundamental aspects of non-profit performance and contribute to organizational intention fulfilment.

Mbithi and Wasike (2019) studied the effect of transparency and duty at the long-term viability of Kenya's banking enterprise. According to their findings, transparency, accountability, equity, and responsibility all had a widespread high-quality effect on the banking enterprise's sustainability. To make sure sustainability, the study advocated that banks put in force transparency and duty in all operations carried out by means of personnel, consisting of adhering to International Accounting Standards and Generally Accepted Accounting Principles (GAAPs). Moreover, the study recommended that industrial banks impose responsibility on all employees to growth sustainability. Overall, the study emphasized the significance of corporate governance in ensuring the long-term viability of business operations.

Individual accountability behaviour, according to Trivedi (2013), was critical in improving organizational performance. Individual accountability was studied for practical reasons such as assisting team members in identifying appropriate actions, avoiding blame and

ST. PAUL'S UNIVERSITY

victim thinking, and increasing productivity. According to the researcher, lack of character responsibility could result to low morale, decreased productivity and extended worker turnover. The study also discussed the need for organizational leaders to guide and improve responsibility through establishing clear roles, encouraging open communiqué and empowering decision-making. The study also emphasized the significance of investigating the elements that kept humans liable for their movements and reactions and growing empirical measures to evaluate these characteristics. Ultimately, the study concentrated on a new type of individual responsibility behaviour that is part of human values, ideals and personality development. It argued that organizational rules and methods designed to control behaviour would not improve individual responsibility. Therefore, groups must instead rely on selection methods to assemble a team of workers capable of taking on responsibility.

Typically, accountability can improve organizational overall performance via growing employee motivation and commitment to accomplishing organizational desires (Simons, 2013). The findings from these studies suggested that measures including transparency, financial, performance and person responsibility can undoubtedly affect organizational overall performance by using enhancing commitment, self-efficacy, engagement and management effectiveness. Corporate governance was also emphasised as a crucial aspect in making sure sustainability thrives inside the banking industry. Nonetheless, existing research found gaps in accountability practices, indicating a need for development, particularly in much less advanced countries. Improving duty mechanisms could lead to improved overall organizational performance. It was worth noting that none of these research studies focused on accountability in the context of non-profit organizations (NPOs). Therefore, the motive of the research was to bridge that gap with the aid of investigating the connection between accountability as a cultural factor and organizational overall performance in the non-profit quarter, to gain insight into how duty practices could contribute to the achievement and effectiveness of non-profit organizations.

ST. PAUL'S UNIVERSITY

2.3.4 Professionalism and Organizational Performance

Professionalism is an essential element of organizational performance. Personnel who exhibit excessive tiers of professionalism are extra devoted to their work and are much more likely to show off behaviours that add to the fulfilment of the organization (Chen, Wu & Hsu, 2019). Furthermore, professionalism can result in stepped forward service first-class due to the fact expert personnel are much more likely to provide fine services to customers, ensuing in accelerated client delight and loyalty (Rudolph et al., 2017). Professionalism is seemed like an essential component in enhancing organizational performance (Gordijeh &Aghdaie, 2013).

Professionalism, in line with Kazlauskaite and Buciuniene (2016) can improve team performance. Professional employees were more likely to work collaboratively and correctly with others resulting in improved group performance (Leiter et al., 2015). Furthermore, professionalism can assist corporations in adapting to change because professional personnel are more likely to participate in continuous learning and improvement, which can help groups adapt to changing environments and remain competitive (Wang et al., 2019). Moreover, organizations that value professionalism in their lifestyle and practices have higher tiers of worker pride, lower turnover costs and a higher popularity amongst stakeholders (Cohen, 2016). Professionalism, according to the literature, can improve organizational overall performance by increasing employee commitment, provider niceness, team overall performance and organizational adaptability. However, research on the link between professionalism and organizational performance is lacking.

In the United States of America (USA), Shapiro et al., (2014) studied the significance of professionalism in the scientific field. They determined that lack of professionalism and doubtful behavioural expectations can cause clinical mistakes, unfavourable occasions and dangerous operating situations. In reaction, Brigham and girls' clinic (BWH) in Boston mounted the Centre for Professionalism and Peer help (CPPS) in 2008. CPPS conducted numerous projects, inclusive of professional improvement training, a system for disclosure

ST. PAUL'S UNIVERSITY

and apologies, peer and defendant help and health projects. Management assistance, clear behavioural expectations, conversation and engagement education and a method for addressing professionalism concerns were credited with the program's success. According to the study, thousands of health practitioners have received professional development training to detect, prevent, and control unprofessional behaviour since 2005. The findings discovered that mandatory schooling sessions were powerful in promoting a stepped forward professionalism tradition, and the tactics for responding to professionalism issues had been powerful in addressing and positively changing repetitive unprofessional behaviour. Universal, the consequences of the have a look at suggest that enforcing a comprehensive professionalism program can bring about improved patient safety and a more positive work environment within the medical field.

Hussin et al. (2018) conducted a study to evaluate the relationship among instructors' professionalism and task satisfaction. The authors covered research from Malaysia, China, and Saudi Arabia amongst others. The study sought to provide a comprehensive understanding of the subject by reviewing literature from a variety of countries with distinct educational structures and cultural contexts. By incorporating research from various countries, the authors were able to provide a broader perspective on the relationship between professionalism and process pride in the teaching profession. The study observed a link between teachers' professionalism and job satisfaction. According to the study, teachers who exhibited high levels of professionalism as well as knowledge and abilities, moral behaviour and a commitment to lifelong learning were more likely to be content with their jobs. The study emphasized the significance of providing instructors with professional work environment to improve their professionalism and job satisfaction.

According to Agustina and Saxena (2022) study in Indonesia, teacher professionalism and major supervision had a significant impact on trainer overall performance as evidenced by an analysis of statistics gathered from 31 trainer respondents using an SPSS application. The study found that teacher professionalism and principal supervision both had a substantial effect on the performance of teachers at a senior high school (SMA Negeri 2).

ST. PAUL'S UNIVERSITY

Control competence, democratic supervision and optimistic supervision all had a significant effect on instructor performance according to the findings. The authors emphasized that instructors were expected to be experts who prepared and administered the learning method, investigated studying outcomes, established that the basic supervision variable had an impact on trainer performance. The study concluded that expert heritage, improvement of learning resources, character competency, ICT and research skills, social competence, professional publishing and mirrored image all influenced teacher performance. Based entirely on the analysis and findings, the study concluded that trainer professionalism and primary supervision influence teacher performance. The higher a teacher's overall performance, the more professional they were in carrying out their responsibilities and the more emphasis the principal placed on supervision. Control competence, principals as supervisors, democratic, comparative and constructive supervision were all found to have a significant impact on teacher performance in the classroom.

In Uganda, Kaawaase et al. (2020) evaluated the joint results of professionalism on the connection between intellectual capital (IC) and the overall performance of small and medium audit practices (SMPs) in Uganda. According to the findings, IC is a significant predictor of SMP performance in Uganda, whereas professionalism alone is not. However, the observer discovered that professionalism interacted with IC to improve SMP performance and identify barriers, such as a lack of publicly available published economic statements for SMPs, which could make the facts less objective. Moreover, the study was restrained to SMPs in Uganda, which may have limited the findings' generalizability. The study provided significant empirical evidence relating to the relationship between professionalism, IC and SMP overall economic performance in developing countries, indicating that while IC affected firm overall performance independently and its interaction with professionalism improved firm overall performance.

In Tanzania, Mrope (2017) conducted a study to investigate the influence of procurement professionalism on the performance of the public procurement function. According to the

ST. PAUL'S UNIVERSITY

findings, adherence to procurement professionalism aided the overall performance of the procurement feature in Tanzanian public entities significantly. To that end, the study recommended that Tanzanian procurement departments be staffed with properly and professionally certified personnel. The study also recommended additional research to identify other factors influencing the performance of government entities' procurement capabilities. The study emphasized the critical role of procurement professionalism in public procurement departments in public entities.

These studies indicated that professionalism could enhance organizational overall performance. However, several gaps were noted in those relationships and the role of management in fostering professionalism that needed to be filled. To begin, most studies had focused on specific industries such as banking, health, education, coverage, auditing, procurement, media, and entertainment, limiting their findings' generalizability to other industries. More research in various fields was needed to investigate how professionalism influenced organizational overall performance across a wide range of industries to close this gap. This study aimed to bridge this gap by looking into the connection between professionalism and performance in the non-profit making sector.

ST. PAUL'S UNIVERSITY

2.4 Conceptual Framework

In this study, the graphic illustration of the variable conceptualization is shown in Figure 2.1 below.

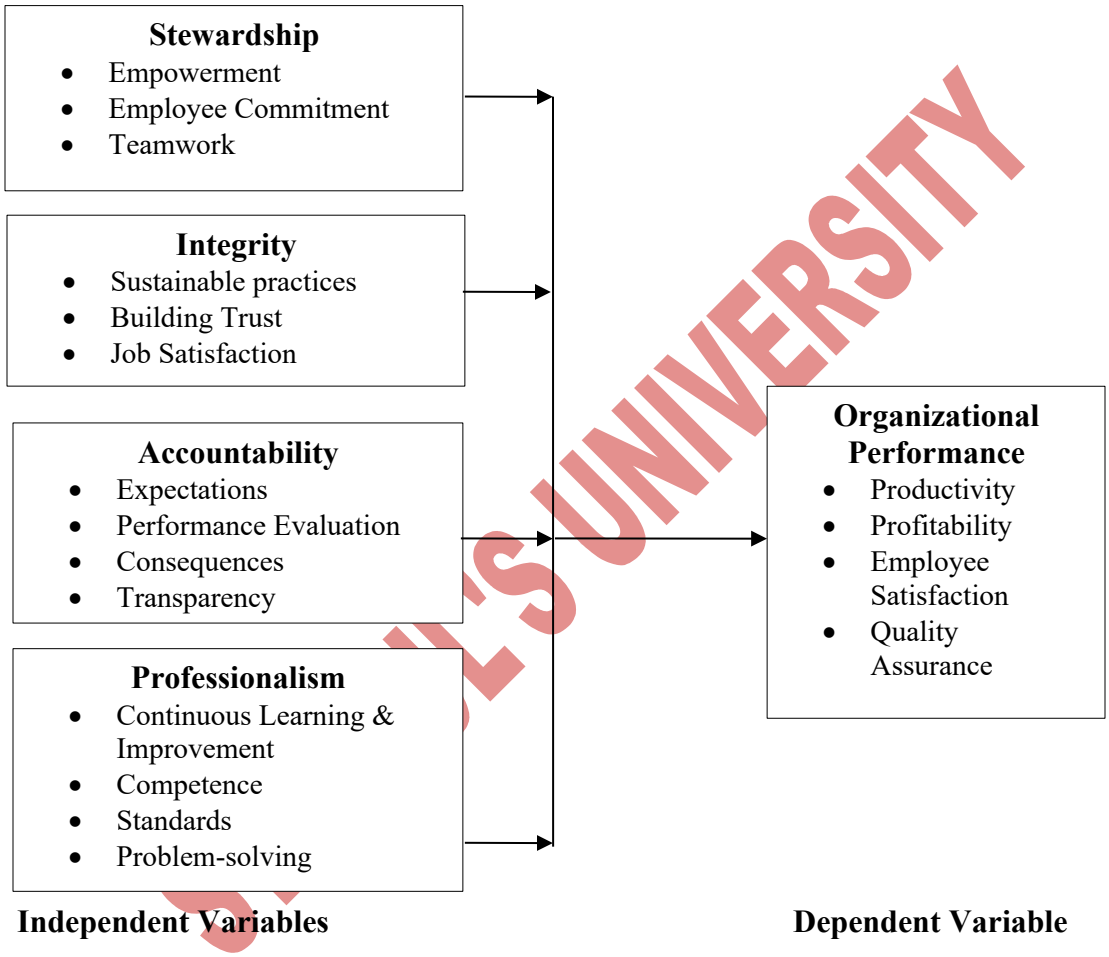


Figure 2.1: Conceptual Model

Four dimensions of corporate culture have been identified as independent variables that were likely to influence organizational overall performance as the established variable: stewardship, integrity, accountability and professionalism. These dimensions appeared to

be key elements of corporate culture, and their influence on organizational performance at CORAT Africa would be investigated.

According to the proposed framework, organizations that prioritized those dimensions were more likely to have an excellent corporate lifestyle and achieve better performance results. The study's goal was to investigate the relationships between these variables and offer suggestions on how organizations would optimize them to improve overall performance.

2.5 Summary and Research Gaps

Empirical research demonstrates a strong link between stewardship behaviour and organizational overall performance, as evidenced by the literature reviewed in this chapter (Furu & Ahlstrom, 2010; Cetindamar et al., (2007). Numerous studies in various contexts have consistently demonstrated that adopting stewardship behaviour can result in enormous benefits such as improved performance, expanded innovation and monetary fulfilment. These findings were discovered in a variety of settings, including public sector agencies, small and medium-sized groups, family businesses and the impact of cultural influences on CEO behaviour (Qiao et al., 2017).

Shahid and Azhar (2013) conducted research that emphasized the importance of integrity in creating a great workplace at both the individual and organizational levels. Integrity is an asset for any employer and is earned over time through consistent behaviour. Because people with integrity foster trust in their interactions with others, the study emphasized the importance of integrity for personal achievement and the improvement of leadership competencies. Corporate integrity is required to foster consensus around shared values and to foster an integrity way of life, which has an exceptional impact on company governance and creates a highly valued work environment.

Accountability is required to improve organizational overall performance. According to research, implementing accountability measures can improve performance (Brown, 2015) though the nature of this courting varies depending on the type of organization. Financial

ST. PAUL'S UNIVERSITY

accountability, performance responsibility and transparency were shown to have an impact on indicators such as scholar pleasure and research output. Transparency and accountability had a positive impact on sustainability, emphasizing the importance of good corporate governance (Choi & Chun, 2021). Individual accountability behaviour was critical for improving organizational performance and leaders would help by establishing clear roles and encouraging open communication to support an accountability culture.

The value of professionalism in organizational performance cannot be overstated because it has a significant impact on employee commitment, quality of service provision, group overall performance and the organization's adaptability (Leiter et al., 2015). According to research, professional conduct was linked to improved process satisfaction, client satisfaction, safety in industries such as healthcare and training, Providing management support, setting clear expectations and enforcing professional development programs all helped to develop a professional culture. These efforts contributed to the enterprise's professionalism which had wonderful results in terms of employee satisfaction, client pride and ordinary organizational performance.

Previous studies on the effects of corporate culture on performance have frequently focused on unique factors such as attitudes, beliefs, values, conversation and supportive environments with most studies focusing on specific industries such as banking, health, education, insurance, auditing, procurement, media, and entertainment. However, empirical evidence from the non-profit sector is limited, emphasizing the need for more research to improve organizational performance through method and function reflection and benchmark comparison.

Furthermore, recent findings are limited to a single country, limiting their generalizability. More global research is needed to solve this problem. This broader scope may enable us to broaden effective strategies that can be implemented in a variety of organizational settings, considering the unique contexts in which groups operate. Furthermore, the findings concerning the link between stewardship behaviour and organizational performance are

ST. PAUL'S UNIVERSITY

inconsistent. Because of these inconsistencies, additional research is required to better comprehend the impact of stewardship behaviour in contexts other than family businesses.

Addressing those research gaps may result in more complete understanding of how organizational culture affects overall organizational performance. It may also make it easier to develop effective techniques that can be implemented across industries and nations, providing businesses with informed choices and strategies to improve their overall performance. Therefore, the purpose of this research is to fill research gaps by investigating the influence of company culture on the overall performance of CORAT Africa in Kenya. This study intends to make a significant theoretical contribution to the existing body of literature by investigating the relationship between the chosen variables and organizational overall performance.

ST. PAUL'S UNIVERSITY

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This section examined the strategies as well as the techniques that were employed to perform the study. Specially, the research design, target population, sample size determination and sampling technique. It also encompassed the data collection instruments used and a pilot study which was conducted to assess the validity and reliability of the research instruments. Data collection procedures and methods used to analyse data and presentation of findings were also discussed. The chapter concludes by deliberating on ethical issues that the study considers.

3.2 Research Design

A descriptive design was used for the study. The descriptive design sought to collect information that could be analysed to provide a foundation for decision-making. The descriptive design allowed the researcher to investigate and describe the connection between corporate culture and organizational performance. According to Babbie (2016), the descriptive design was an appropriate method for collecting data that could inform decision-making. This design helped describe and analyse the relationships between variables, and thus, facilitate understanding and inform decision-making. The quantitative data gathered facilitated the analysis and concluded the variables. The design was also suitable because it allowed the researcher to formulate important knowledge principles. Therefore, using the descriptive design for investigating the relationship between corporate culture and organizational performance was justified as it allowed for the collection of relevant data and facilitated decision-making (Rubin & Babbie, 2016).

3.3 Study Site

The research was conducted at CORAT Africa, located along Bogani East Road in Karen, Nairobi. The organization works with churches and church related organizations with the purpose of helping them improve their management capabilities. The research sought to

ST. PAUL'S UNIVERSITY

understand how corporate culture influences the performance of organizations, mainly non-profit organizations.

3.4 Target Population

The target population was 60 employees in the organization who included the senior management, middle-level management, support staff and associate consultants from the C&R, LCD, CATI, Administration and Hospitality Departments. The targeted population of the study was believed to have technical experience and knowledge in the area of study and would aid in determining the influence of Corporate Culture on the Performance of the Christian Organizations Research Advisory Trust of Africa, Kenya.

3.5 Census Approach

Since the target population was small, the study employed the census approach which entailed involving all members of the target population in the information gathering course (Cooper & Schindler 2011). The study sought to collect data from all 60 employees in CORAT Africa. Table 3.1. below presents a breakdown of CORAT staff in the organization.

Table 3.1: Target Population

Staff Classification	Number of Staff
Senior Management	6
Middle-level Management	14
Support Staff	25
Associate Consultants	15
Total	**60**

Source: CORAT Africa (2022).

3.6 Data Collection Instrument

ST. PAUL'S UNIVERSITY

A survey was used with open and closed-ended questions. The open and closed-ended questions were used to gather both qualitative and quantitative data resulting in data triangulation that aided in answering the research questions concerning stewardship, integrity, accountability, and professionalism. Open-ended questions were used to collect qualitative data that provided detailed information about organizational performance in terms of stewardship, integrity, accountability, and professionalism. Closed-ended questions were used to collect quantitative data for statistical analysis of the relationship between study variables, whereas open-ended questions were analysed by coding and categorizing the responses into meaningful themes. The closed-ended questions primarily used Likert scales. The questionnaire was adopted for data collection because it offers a standardized and structured format that generates quantitative data, facilitating efficient data collection, rigorous statistical analysis, and comparability across participants and studies, making it a valuable instrument for assessing attitudes and opinions in a systematic and objective manner

3.6.1 Questionnaire Construction

The questionnaire's items were derived from a variety of sources identified in literature as valid and reliable measures. Dibrell and Moeller (2011) study on the effects a service-focused impact of strategy and stewardship culture on organizational innovation in family-owned businesses inspired the stewardship questions. The integrity dimension was developed using the standards established by Hon and Grunig (1999) for evaluating public relations relationships. The accountability dimension was inspired by Kim and Lee (2010) research on how competing accountability requirements affect employee performance while the professionalism questionnaire items were adapted from Hall (1968) professionalism scale.

Financial performance was a measure developed by (Tayles et al., 2007) and inspired several researchers including Givoly et al., (2017), Nkundabanyanga (2016), Al-Matari et al., (2014), Azubuike (2013), Clarke et al., (2011), Neely (2003), and Ittner and Larcker

ST. PAUL'S UNIVERSITY

(1998a, b). It included indicators that are both financial and non-financial, reflecting the emphasis on intellectual capital firms' preferences for such measures.

3.6.2 Pilot Testing

To ensure data accuracy, a pilot test was carried out. In the pilot test, 6 respondents were used in the study from Church World Services (CWS) offices. This was done to prevent data contamination. The number was chosen because it met the 10% threshold and was suitable for piloting. The selected respondents were given the questionnaires to answer, and their responses were used to test the validity and reliability of the research.

3.6.3 Instruments Validity

Validity of the instrument was done through establishing a clear conceptual framework by ensuring a clear and well-defined conceptual framework for the construct measured. This included a thorough understanding of the construct and its key dimensions. The questionnaire was also checked and reviewed by my supervisors who made certain that the items were pertinent and thorough. Convergent Validity was also done to assess the correlation between Likert scale questionnaire and other established measures of the same construct. A strong positive correlation indicated convergent validity. The correlation between all the variable items with the corresponding totals gave a p-value (0.028) that was less than 0.05. This confirmed that the data from the items was valid.

3.6.4 Instruments Reliability

The Cronbach alpha method was used to analyse the pilot test data to ascertain the questionnaire's reliability. According to Taber (2018), this test computed the internal consistency of the scale measuring a particular variable and gives a consistency coefficient between 0 and 1. A coefficient that is equal to or greater than 0.7 suggests that the scale has a high level of consistency, while a lower alpha indicates that the instrument needs adjustment. The Cronbach alpha coefficient was suitable for the study because the questionnaire comprised a Likert scale for each variable. An alpha was computed for each scale; thus, 4 dominant coefficients was reported. The Cronbach alpha coefficient was conducted using the Statistical Package for Social Science (SPSS).

ST. PAUL'S UNIVERSITY

3.7 Data Collection Procedures

A research authorization letter from the Postgraduate Office at St. Paul University was used to secure a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Thereafter the researcher approached CORAT Africa, informed them about the study, and requested for permission to collect data from staff members. Upon receiving the approval, the researcher informed the staff about the study, administered the questionnaires and received the submissions after one week.

3.8 Data Analysis and Presentation

Data gathered from the survey was sorted out through cleaning and coding into a computer for analysis in the form of descriptive statistics and inferential with the help of Statistical Package for Social Sciences (SPSS). Descriptive statistics was in the form of central tendencies and variability measures (Bryman & Bell, 2015). Descriptive analyses were vital since they offered the basis which led to correlational and experimental studies They also provided guidance concerning the issues that would be engrossed on, leading to further studies (Mugenda & Mugenda, 2019).

The study used Pearson correlation to check if the independent variables were highly correlated and to check how they are related with the dependent variable. This was necessary before performing regression. The study also used a multivariate regression model to study the influence of corporate culture on the Performance of CORAT Africa, Nairobi County. Both dependent and independent variables were all measured in an ordinal scale. The five ranks of the dependent variable (performance) facilitated the adoption of the multiple linear models in determining the influence of corporate culture on performance. The results of the analysis were presented in frequency tables which were user-friendly and gave a graphical representation of the varied responses from the respondents.

The following multiple linear regressions model used is presented below:

$$Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\varepsilon$$

ST. PAUL'S UNIVERSITY

Where,

Y = Organizational Performance

X_1 = Stewardship

X_2 = Integrity

X_3 = Accountability

X_4 = Professionalism

β_0 = constant term

β_1 to β_4 = Beta coefficients

ε = Error Term.

Organizational performance (Y) was the dependent variable in the multiple linear regression model presented above, while stewardship (X_1), integrity (X_2), accountability (X_3), and professionalism (X_4) were independent variables representing different aspects of corporate culture. Data for these variables were collected through questionnaires in which respondents rated the organization's attributes in relation to each cultural aspect. Data was collected on Likert scales were then treated as numerical values for analysis.

3.9 Ethical Considerations

The researcher requested permission from all the required institutions including St. Paul's University, NACOSTI, and CORAT Africa. All respondents were informed about the study, its benefits and potential risk, their right to decide whether to participate, and asked to participate on a voluntary basis. No respondents were coerced or pressured to participate. To promote privacy, the researcher collected the questionnaires from the respondents who were advised not to write any information on the questionnaire that could reveal their identity such as names, position in the organization, telephone number, or staff number. Codes were used in the reporting of qualitative data to keep the respondents anonymous. All information obtained from external sources were cited inside text and the complete bibliographic details about the source of the information provided in the list of references to avoid plagiarism. The document was also subjected to plagiarism check. Further, the researcher-maintained objectivity throughout the study.

ST. PAUL'S UNIVERSITY

3.10 Chapter Summary

This chapter has deliberated the process, procedures, and methods that were used to carry out the study. The research made use of the descriptive research design and the target population of staff working at CORAT Africa in Nairobi County. Data was gathered using semi-structured questionnaires that were piloted at the Church World Services (CWS) offices, in Nairobi County, to evaluate their validity and reliability. Quantitative data was examined in the form of descriptive and presented using tables and figures. Qualitative data was analysed in the form of the thematic content analysis technique and presented using illustrative quotes.

ST. PAUL'S UNIVERSITY

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This study investigated the influence of Corporate Culture on the performance of the Research Advisory Trust of Africa (CORAT Africa), Kenya. This was in light of performance challenges that non-profit organizations are struggling with. The data collected was analysed in the form of descriptive statistics and multiple regression in determining the influence of Corporate Culture on the performance. This chapter presents the results and interpretations of the analyses.

4.2 Response Rate

A total of 60 questionnaires were administered to employees of CORAT Africa and all the questionnaires were returned for analysis. This equates to a 100% response rate, which was sufficient for analysis and drawing conclusions (Groves et al., 2009).

4.3 Pilot test results

4.3.1 Reliability tests

Cronbach Alpha (α), internal consistency measure was used to evaluate the instrument's reliability. Table 4.2 shows individual Cronbach's alpha for each objective which was above the acceptable value of 0.7. This confirmed that reliability and internal consistency of the research instrument items was high.

Table 4.2: Reliability Tests

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of items
Stewardship	.782	.724	4
Integrity	.831	.803	4
Accountability	.789	.768	5
Professionalism	.834	.817	6

Source: Research Data (2023).

ST. PAUL'S UNIVERSITY

4.3.2 Validity tests

To ensure that all items were valid, a validity test was performed with the assistance of the supervisor. Similarly, the correlation between all variables and the total was significant, with a p-value (0.031) less than 0.05. The two processes were sufficient to validate the data from the items.

4.4 Demographic Analysis

4.4.1 Gender of Respondents

The researcher tried to determine the distribution of respondents of CORAT Africa in terms of gender. The results are as summarized in figure 2 below.

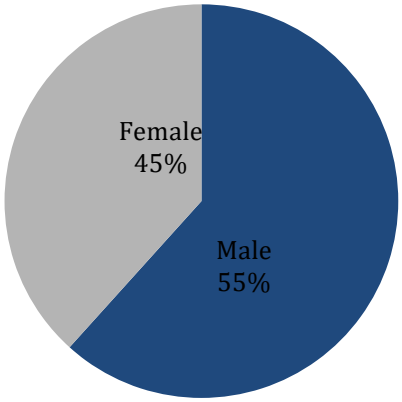


Figure 4.1: Gender Distribution of Respondents

Figure 4.1 shows that 55% of the respondents were male while female were 45%. This demonstrates that the ratio between males and females is almost equal and not statistically significant which implies that gender disparity did not have any effect on the findings of this study.

ST. PAUL'S UNIVERSITY

4.4.2 Level of Education

At CORAT Africa, the study also sought to ascertain the respondents' educational level. The obtained results were analysed and are shown in table 4.3.

Table 4.3: Highest Level of Education

Respondent Education Level	Frequency	Percent
Secondary	2	3.3
Certificate	3	5.0
Diploma	17	28.3
Degree	18	30

	Masters	17	28.3
	PhD	3	5.0
	Total	**60**	**100.0**

Source: Research Data (2023).

According to the findings in table 4.3, 5% of respondents in CORAT Africa had a PhD and the same percentage had a certificate education. Degree education was the most common (30%), followed by diploma and master's degrees (28.3%), and only 3.3% have a secondary school education. This implies that most of CORAT Africa employees who took part in the study had at least a diploma level of education, indicating that they were more literate and conversant with research languages, and thus capable of providing reliable specifics that met the research objectives.

4.4.3 Age of Respondents

The researcher wanted to establish the age bracket of the respondents. The results were summarized and presented in table 4.4.

Table 4.4: Age of Respondents

Age bracket	Frequency	Percent
21-30 years	22	36.7
31-40 years	19	31.7
41-50years	9	15.0
Above 50 years	10	16.7
Total	**60**	**100.0**

The descriptive analysis in table 4.4 above shows that majority of the respondents ranged from the age of 21 years to 30 years at 36.7% whereby 31.7% were between the age of 31 to 40 years, 15% respondents were between 41-50 years while 16.7% were of the age above 50 years of age.

UL'S UNIVERSITY

4.4.4 Period Worked

The study also sought to determine the number of years the respondents have been working at CORAT Africa. The obtained results were and presented in table 4.5.

Table 4.5: Period Worked

Period	Frequency	Percent
Less than a year	9	15.0
1-3 years	23	38.3
4-6 years	15	25.0
Above 7 years	13	21.7
Total	**60**	**100.0**

Findings in table 4.5 indicate that majority of respondents at CORAT Africa 38.3% have worked there for a period between one and three years followed by 25% who had worked for the past four to six years and a significant number has worked for over 7 years at 21.7% and 15% had only worked for a period of less than a year. This implies that the majority of CORAT Africa respondents had the information sought by the researcher.

ST. PAUL'S UNIVE

4.5 Analysis of Study Variables

The study investigated four influence of Corporate Culture factors and their influence on the performance of the Christian Research Advisory Trust of Africa (CORAT Africa), Kenya namely, stewardship, integrity, accountability, and professionalism. This section presents the descriptive statistics for the four predictor variables.

4.5.1 Stewardship and Performance of CORAT Africa

The study assessed the analysis of stewardship on performance of CORAT Africa. The scale of 1-5, Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree indicated the level of agreement regarding stewardship statements on the influence performance of CORAT Africa. The results are shown in Table 4.7.

Table 4.6: Stewardship and Performance of CORAT Africa

Statement	5	4	3	2	1	Median
The leadership allows employees to reach their full potential	15	20	16	9	0	**4**
The leadership fosters a professionally orientated workplace	15	20	14	10	1	**4**
The leadership inspires employees care and loyalty	14	19	13	12	2	**4**
The leadership encourages a collectivist rather than an individualistic culture	16	21	12	10	1	**4**

From Table 4.7 above, stewardship variable was operationalized into four sub-variables. Descriptive statistical analyses showed that 58.3% of the respondents agreed that leadership allows employees to reach their full potential while also the same proportion 58.3% agreed that leadership fosters a professionally orientated workplace similarly 55% of the respondents agreed that leadership inspired employees care and loyalty and 61.7% agreed that leadership encouraged a collectivist as opposed to an individualistic culture. This implied that employees at CORAT Africa preferred improving their stewardship as it had a direct positive influence on their performance at work. The findings affirmed earlier studies by Neubaum et al. (2017) who reported that family companies have a more potent stewardship climate and that the relationship between stewardship climate and performance is mediated by means of innovativeness. Moreover, stewardship results were more potent in circle of relatives' firms, confirming the significance of stewardship principle and the authors' scale in explaining own family enterprise effects.

ST. PAUL'S UNIVERSITY

4.5.2 Integrity and performance of CORAT Africa

The study assessed the analysis of integrity on performance of CORAT Africa. The scale of 1-5, Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree indicated the level of agreement regarding integrity statements on the influence performance of CORAT Africa. The results are shown in table 4.8.

Table 4.7: Integrity and Performance of CORAT Africa

Statement	5	4	3	2	1	Median
My organization treats people like me fairly and justly.	12	14	20	9	5	3
There are sound principles to guide the organization's behaviour	11	25	13	7	4	4
My organization takes the opinions of people like me into account when making decisions	8	18	17	13	4	3
My organization is committed to delivering excellent service and will not compromise on its standards when dealing with clients.	19	21	17	3	0	4

From table 4.8 above, integrity variable was operationalized into four sub-predictor variables. Descriptive statistical analyses showed that 43.3% agreed that their organization treated people fairly and justly similarly at 43.3% of the respondents agreed that there were sound principles to guide the organization's behaviour. On the other hand, 60% of the respondents agreed that their organization took the opinions of people like them into account when making decisions and 66.7% agreed that their organization is committed to delivering excellent service and would not compromise on its standards when dealing with clients. The findings support prior research by Febrina and Syamsir (2020), which confirmed the critical importance of human resources, including both quality and quantity, in shaping organizational objectives. According to their findings, adherence to proper

ST. PAUL'S UNIVERSITY

concepts and integrity in human resources were closely related to dedication and were required for achieving organizational goals.

4.5.3 Accountability and performance of CORAT Africa

The study gauged the analysis of accountability on performance of CORAT Africa. The scale of 1-5, Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree indicated the level of agreement regarding accountability statements on the influence performance of CORAT Africa. The results are shown in table 4.9.

Table 4.8: Accountability and Performance of CORAT Africa

Statement	5	4	3	2	1	Median
My organization follows administrative procedures and rules	12	21	21	5	1	4
We are dedicated to the mission of the organization	17	27	11	4	1	4
My organization fulfils documentation requirements of the state	19	34	5	2	0	4
We observe the organizations ethics policy in providing services to clients	21	23	11	2	3	4
My organization works towards improving quality of services and best practices	12	32	12	4	0	4

ST. PAUL'S UNIVERSITY

From table 4.9 above, accountability variable was operationalized into five sub-predictor variables. Descriptive statistical analyses showed that 73.3% agreed that they were dedicated to the mission of the organization, in providing services to clients, they adhered to the organization's ethics policy and their organization worked towards improving quality of services and best practices. On the other hand, 88.4% of the respondents agreed that their organization fulfilled documentation requirements of the state while 55% agreed that their organization followed administrative procedures and rules. This implied that integrity in an

organization was considered to have a significant aspect of corporate culture that might possibly influence organization performance. The findings affirmed earlier studies by Mbithi and Wasike (2019) which found that transparency, accountability, equity, and responsibility all had a widespread high-quality effect on the banking enterprise's sustainability.

4.5.4 Professionalism and performance of CORAT Africa

The study evaluated the analysis of professionalism on performance of CORAT Africa. The scale of 1-5, Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree indicated the level of agreement regarding professionalism statements on the influence performance of CORAT Africa. The results are shown in Table 4.10.

Table 4.9: Professionalism and Performance of CORAT Africa

Statement	5	4	3	2	1	Median
My organization encourages continued training	14	18	20	5	3	4
I feel a real 'calling' to my profession	25	24	6	5	0	4
The dedication of people in my organization is gratifying	13	31	10	5	1	4
My fellow colleagues have a pretty good idea about each other's competence	11	25	14	8	2	4
In my organization when problems arise at work, we are given the opportunity to use own intellect	7	18	23	7	5	3
Any employee who violates professional standards faces fairly severe penalties	13	15	13	13	6	3

From table 4.10 above, professionalism variable was operationalized into six sub-predictor variables. Descriptive statistical analyses showed that 53.3% agreed that their organization encouraged continued training while many of them at 81.7% felt real a real calling to their

ST. PAUL'S UNIVERSITY

profession. While 73.4% of the respondents agreed that the dedication of people in their organization was gratifying while at the same time 60% of them felt that their fellow colleagues had a pretty good idea about each other's competence. 41.7% of the respondents agreed that their organization gave them an opportunity to use own intellect when problems arise at work and similarly 43.3% agreed that in their organization, any employee who violated professional standards faced severe penalties. This implied that professionalism in an organization was considered an important Corporate Culture facet that influenced organization performance. The findings confirmed earlier studies by Agustina and Saxena (2022) which found that, teacher professionalism and principal supervision both had a significant impact on teacher performance at a senior high school.

4.6 Analysis of study Variables

4.6.1 Correlation matrix of the Corporate Culture factors and organization performance

Table 4.10: Correlation Results

		Organizational Performance	Stewardship	Integrity	Accountability	Professionalism
Organizational Performance	Pearson Correlation	1.00	.841	.702	.692	.669
	Sig. (2-tailed)	.017	.017	.006	.005	.017
	N	60	60	60	60	60
Stewardship	Pearson Correlation	.841	1.00	.0211	.176	.146
	Sig. (2-tailed)	.017	60	.071	.072	.042
	N	60		60	60	60
Integrity	Pearson Correlation	.702	.0211	1.00	.332	.379
	Sig. (2-tailed)	.006	.071		.056	.066
	N	60	60	60	60	60

ST. PAUL'S UNIVERSITY

	N					
Accountability	Pearson Correlation	.692	.176	.332	1.00	.302
	Sig. (2-tailed)	.005	.072	.056		.086
	N	60	60	60	60	60
Professionalism	Pearson Correlation	.669	.146	.379	.302	1.00
	Sig. (2-tailed)	.017	.042	.066	.086	
	N	60	60	60	60	60

The findings in table 4.11 indicate that all the four study predictor variables had a positive correlation with organization performance. Stewardship had the strongest correlation with organization performance (r=0.841), followed by integrity (r=0.702) with accountability having a correlation of r=0.692 with organization performance while professionalism had a robust positive correlation of (r=0.669).

PAUL'S UNIVERSITY

4.7 Influence of Corporate Culture factors on Organization Performance

4.7.1 Multiple Regression Analysis Results

Table 4.11: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849[a]	.721	.699	.685

a. Predictors: (Constant), Stewardship, integrity, accountability, professionalism

Table 4.12 shows that the R square value of 0.721 was obtained signifying that the study predictor variables, stewardship, integrity, accountability, professionalism significantly predict organizational performance**.** The four predictor variables accounted for up to 72.1% of the variations in the performance of CORAT Africa. This means that 72.1% of the total

variations in organizational performance of CORAT Africa was explained by the corporate culture factors of stewardship, integrity, accountability, professionalism.

4.7.2 Analysis of Variance (ANOVA)

From the ANOVA Table 4.12, shows that multiple regression model was statistically significant in determining the influence of Corporate Culture on organizational performance of CORAT Africa, Kenya. This is because the p-value was 0.00<0.05 at 95% confidence level which means that the combined effect of the independent variables was statistically significant.

Table 4.12: Analysis of Variance Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.458	4	5.114	10.001	.000[b]
	Residual	28.126	55	.511		
	Total	48.583	59			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Stewardship, integrity, accountability, professionalism

4.7.3 Regression Coefficients of Corporate Culture on Performance

The results of multiple regression model of corporate culture factors on employee performance of CORAT Africa are summarized in table 4.13.

Table 4.13: Regression Coefficients of Corporate Culture on Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.508	.490		1.035	.005
	Stewardship	.310	.112	.347	2.767	.008
	Integrity	.135	.121	.168	1.118	.029

ST. PAUL'S UNIVERSITY

Accountability	.175	.133	.182	1.315	.034
professionalism	.169	.097	.195	1.747	.036

a. Dependent Variable: Organization performance

From the results in Table 4.13, all the independent variables (stewardship, integrity, accountability, professionalism) were discovered to have a positive influence on organizational performance. This can be seen by their positive values of beta. Similarly, all the four predictor variables of stewardship, integrity, accountability, professionalism were statistically significant in predicting organization performance since their respective p-values were less than 0.05 at 95% confidence level. From the beta values, one unit increase in stewardship leads to 0.31 rise in organization performance. Simultaneously, holding all other variables constant, one unit increase in integrity leads an increase in organization performance by 0.135 units, as well as holding all other variables constant, one unit increase in accountability leads an increase in organization performance by 0.175 units. Lastly, holding all variables constant, one unit increase in professionalism leads an increase in organization performance by 0.169 units. The constant also had a p-value of 0.005 which is less than 0.05 which means that apart from the four independent variables there are other factors that were not included in this study that can positively increase organizational performance by 0.58 units.

In summary, stewardship had the highest influence on organization performance by 0.310 units followed by accountability by 0.175 units on organization performance and the professionalism by 0.169 units on organization performance and lastly integrity by 0.135 units on organization performance. In addition to that, the total influence as per the multiple regression due to the study predictor variables, stewardship, integrity, accountability, professionalism was 72.1% in the performance of CORAT Africa. This means that 72.1% of the total variations in organizational performance of CORAT Africa is accounted for by the corporate culture factors of stewardship, integrity, accountability, professionalism.

ST. PAUL'S UNIVERSITY

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the main findings of this study on Corporate Culture factors and organizational performance at CORAT Africa. It describes how stewardship, integrity, accountability, professionalism influence organizational performance. Based on the findings, the chapter connects the findings, draws conclusions, and makes recommendations and suggestions for future research.

5.2 Summary of findings

For the stewardship aspect of Corporate Culture, the findings showed that leadership at CORAT Africa allows employees to reach their full potential, fosters a professionally oriented workplace, inspires employee care and loyalty, and encourages a collectivist culture. These results align with previous research that highlight the positive influence of stewardship culture on performance.

Regarding integrity, the analysis revealed that employees agreed that their people are treated fairly and justly by the organization, adheres to reasonable principles, involves them in decision making, and is committed to delivering excellent service without compromising standards. These findings support previous research that emphasizes the role of integrity in human resources and its connection to commitment and organizational success.

In terms of accountability, respondents agreed that they are dedicated to the organization's mission, observe ethical policies, work towards improving service quality, fulfil documentation requirements, and follow administrative procedures. This indicates that accountability is considered a significant aspect of Corporate Culture that can influence organizational performance. Prior research has also shown the positive impact of transparency, accountability, equity, and responsibility on sustainability in different industries.

ST. PAUL'S UNIVERSITY

Regarding professionalism, employees reported that their organization encourages continued training, promotes a sense of calling to their career, finds fulfilment in dedication, values competence among colleagues, allows the use of intellect in problem-solving, and imposes penalties for violations of professional standards. These findings feature the significance of professionalism as a Corporate Culture facet that influences organizational performance. Similar research has demonstrated the significant impact of Professionalism among teachers and principal oversight of teacher performance in educational settings.

Furthermore, the correlation analysis showed that all four Corporate Culture factors (stewardship, integrity, accountability, and professionalism) were positively correlated with organizational performance, with stewardship exhibiting the strongest correlation. The multiple regression analysis indicated that the predictor variables significantly predicted organizational performance, accounting for 72.1% of the variance in employee performance at CORAT Africa. The ANOVA results further confirmed the significance of the Corporate Culture factors in forecasting organizational performance. The regression coefficients demonstrated that all Corporate Culture factors had a positive influence on employee performance. Stewardship, integrity, accountability, and professionalism were statistically significant predictors of organizational performance, with specific beta values indicating the magnitude of their influence.

ST. PAUL'S UNIVERSITY

5.3 Conclusion of the Research Study

In conclusion, this study explored the influence of Corporate Culture factors, including stewardship, integrity, accountability, and professionalism, on organizational performance in relation to CORAT Africa, Nairobi, Kenya. The findings of the data analysis have shed light on the link between these cultural dimensions and organizational performance.

The results of the study demonstrate the significance of stewardship as a powerful factor impacting organizational performance at CORAT Africa. Leadership practices that enable employees to reach their full potential, foster a professionally oriented workplace, inspire care and loyalty, and encourage a collective culture were discovered to have a positive

influence on performance. These findings align with prior research, highlighting the importance of cultivating a stewardship climate within organizations for improved outcomes and performance.

Integrity, another vital component of Corporate Culture, was identified as a key driver of organizational performance at CORAT Africa. The organization's commitment to treating individuals fairly and justly, adhering to sound principles, considering diverse opinions in decision-making, and upholding excellent service without compromising standards were all associated with enhanced performance. reinforcing the idea that integrity is a key driver of commitment and success.

The analysis of accountability as a Corporate Culture factor revealed its substantial impact on organizational performance. Dedication to the organization's mission, adherence to ethics policies, efforts to improve service quality, fulfilment of documentation requirements, and compliance with administrative procedures were all found to positively influence employee performance. These findings resonate with previous studies emphasizing the positive effects of transparency, accountability, equity, and responsibility across various industries.

Furthermore, professionalism emerged as a crucial facet of Corporate Culture that significantly influenced organizational performance at CORAT Africa. Encouraging continuous training, instilling a sense of calling to the profession, valuing dedication, recognizing competence among colleagues, providing opportunities for intellectual problem-solving, and enforcing professional standards were all found to contribute to improved performance.

These findings corroborate existing research emphasizing the impact of professionalism, principal supervision, and adherence to professional standards on employee performance, particularly in educational settings. The correlation analysis further established a positive relationship between all Corporate Culture factors (stewardship, integrity, accountability, and professionalism) and organizational performance, with stewardship demonstrating the strongest correlation. The multiple regression analysis confirmed the significant predictive

ST. PAUL'S UNIVERSITY

power of these factors, collectively accounting for a substantial proportion of the variance in employee performance at CORAT Africa.

Therefore, the study's findings emphasize the critical importance of Corporate Culture in moulding CORAT Africa's performance. They provide tangible evidence of the positive impact of stewardship, integrity, accountability, and professionalism on organizational performance, emphasizing the importance of cultivating and maintaining a supportive corporate culture in order to achieve desired results.

5.4 Recommendations of the Study

The research findings suggest that leadership practices associated with stewardship have a positive influence on employee performance. Therefore, organizations should focus on developing leadership capabilities that foster employees' full potential, promote a professionally oriented workplace, inspire care and loyalty, and encourage a collective culture. Leadership training programs and mentoring initiatives can help cultivate these qualities among leaders inside the organization. The study highlights the significant effect of integrity on organizational performance. Organizations should prioritize the establishment and reinforcement of ethical principles and fair treatment of individuals. This includes developing and implementing policies and practices that promote fairness, transparency, and accountability. Regular ethics training and clear guidelines can help employees understand and adhere to these principles, creating a culture of integrity throughout the organization.

There is need to strengthen accountability mechanisms. This is because the findings demonstrate the positive influence of accountability on organizational performance. Organizations should emphasize the importance of dedication to the organization's mission, adherence to ethical policies, and continuous improvement in service quality. Establishing clear documentation requirements, reinforcing administrative procedures and rules, and implementing performance evaluation systems that align with organizational goals can contribute to enhancing accountability within the organization.

ST. PAUL'S UNIVERSITY

There is need to strengthen promote professionalism: This is due to the fact that the study highlights the significance of professionalism in driving employee performance. Organizations should foster a culture that encourages continuous training and development opportunities, instils a sense of calling to the profession, and recognizes and rewards dedication and competence. Providing platforms for knowledge sharing, creating mentorship programs, and establishing a system of fair and consistent consequences for violating professional standards can contribute to strengthening professionalism within the organization. There is also a need to regularly have assessment and monitoring of Corporate Culture: Organizations should conduct periodic assessments of their Corporate Culture to evaluate the alignment with desired values and identify areas for improvement. This can be done through employee surveys, focus groups, or other feedback mechanisms. By regularly monitoring the Corporate Culture and addressing any gaps or inconsistencies, organizations can ensure that the desired cultural values are embedded and actively practiced throughout the organization.

Additionally, there is also a need to encourage open communication and employee participation. Open and transparent communication channels can help to foster a positive corporate culture. Employees should be given opportunities to express their thoughts, ideas, and concerns in their workplaces. Employee involvement in decision-making processes, such as soliciting input during key organizational initiatives, can contribute to a sense of ownership and engagement, ultimately enhancing performance. Finally, there is a need to create recognition and reward programs. Recognizing and rewarding employees who demonstrate the desired Corporate Culture can reinforce positive behaviours and motivate others to perform well. Organizations should think about implementing recognition programs that recognize individuals or teams who exhibit stewardship, integrity, accountability, and professionalism. This can include incentives, awards, or career development opportunities that align with the cultural values of the organization.

ST. PAUL'S UNIVERSITY

5.5 Areas for Further Studies

Future research should concentrate on exploring the influence of Corporate Culture on other organizational outcomes. While this study concentrated on the influence of Corporate Culture on employee performance, future research could examine its influence on other important organizational outcomes. For example, investigating the relationship between Corporate Culture and employee engagement, organizational commitment, job satisfaction, or innovation could provide further insights into the broader effects of cultural dimensions within an organization.

There is also a need to compare different industries or organizational contexts: This research study focused on CORAT Africa in the Kenyan context. To improve the findings' generalizability, future research should explore the influence of Corporate Culture on organizational performance in different organizational contexts. Comparing findings across various sectors and cultural settings can provide valuable perceptions into the universalities and nuances of these relationships.

ST. PAUL'S UNIVERSITY

REFERENCES

Afonso, A. C., Matias, A. P., & Augusto, M. (2021). Family influence and firm performance: the mediating role of stewardship. *Journal of Small Business and Enterprise Development*, 28(2), 185-204.

Agustina, Y., & Saxena, R. (2022). Teacher Professionalism and Principal Supervision's Impact on Teacher Performance. *PPSDP International Journal of Education*, 1(1), 157-167.

Ajemunigbohun, S., Elegunde, A. F., & Azeez, F. T. (2020). Evaluation of corporate governance practices on financial performance of selected insurance firms in Nigeria. *Acta Universitatis Danubius. Œconomica*, 16(4).

Al-Matari, E. M., Al-Swidi, A. K., & Bt Fadzil, F. H. (2014). The measurements of firm performance's dimensions. *Asian Journal of Finance & Accounting*, 6(1), 24-49.

Aluko, M. A. O. (2003). The impact of culture on organizational performance in selected textile firms in Nigeria. *Nordic Journal of African Studies*, 12(2), 16-16.

Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3), 293–315. https://doi.org/10.1177/014920639902500303

Ashkanasy, N. M., Wilderom, C. P. M., & Peterson, M. F. (Eds.). (2011). The handbook of organizational culture and climate (2nd ed.). *Sage Publications*.

Azubuike, V. M. U. (2013). Technological innovation capability and firm's performance in new product development. *Communications of the IIMA*, 13(1), 44-56.

Babbie, E. (2016). The Practice of Social Research (14th ed.). *Cengage Learning*.

Belias, D., & Koustelios, A. (2014). The impact of organizational culture on job satisfaction, employees' commitment and job performance. *Journal of Applied Economics and Business Research*, 4(2), 73-91.

Brown, T. (2015). The relationship between accountability and organizational performance: Evidence from a public sector organization. *Journal of Public Administration Research and Theory*, 25(3), 961-986.

ST. PAUL'S UNIVERSITY

Bryman, A., & Bell, E. (2015). Business Research Methods (4th ed.). Oxford University Press.

Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework (1st ed.). John Wiley & Sons.

Cetindamar, D., Gupta, V. K., Karadeniz, E. E., & Egrican, N. (2007). What the numbers tell: The impact of human, family, and financial capital on women and men's entry into entrepreneurship in Turkey. *Entrepreneurship Theory and Practice*, 31(3), 365-391.

Chen, W., Wu, C. H., & Hsu, L. (2019). Professionalism and employee work behaviours: The role of psychological capital and perceived organizational support. *Journal of Business Research*, 100, 353-362.

Choi, S., & Chun, Y. H. (2021). Accountability and organizational performance in the public sector: Analysis of higher education institutions in Korea. Public Administration, 99(2), 353-370.

Chukwu, B., & Aguwamba, S. (2017). The impact of organizational culture on the performance of the banking industry in Nigeria. International Journal of Economics, Commerce and Management, 5(4), 201-214.

Clarke, M., Seng, D., & Rosalind, H. W. (2011). Intellectual capital and firm performance in Australia. *Journal of Intellectual Capital*, 12(4), 505-530.

Cohen, D. (2016). Professionalism and organizational change. *Journal of Applied Behavioural Science*, 52(1), 5-23. https://doi.org/10.1177/0021886315613444

Cooper, D., & Schindler, P. (2014). Business research methods. *McGraw-Hill Education.*

CORAT Africa. (2020). CORAT Africa Strategic Plan 2020-2024.

Denison, D. R. (1990). Corporate culture and organizational effectiveness. John Wiley & Sons.

Dibrell, C., & Moeller, M. (2011). The impact of a service-dominant focus strategy and stewardship culture on organizational innovativeness in family-owned businesses. *Journal of Family Business Strategy*, 2(1), 43-51

Dragomir, C., & Pânzaru, S. (2014). Managerial performance. *Review of General Management*, 19(1), 58-60.

ST. PAUL'S UNIVERSITY

Dzomira, S. (2016). Espousal of combined assurance model in South Africa's public sector. *Public and Municipal Finance*, 5(4), 23-30.

Elena-Iuliana, I., & Maria, C. (2016). Organizational performance - A concept that self-seeks to find itself. *Annals of the "Constantin Brancusi" University of Targu-Jiu. Economy Series*, (4), 95-102.

Febrina, D., & Syamsir, S. (2020). The influence of integrity and commitment organizational on employee performance. *International Journal of Research and Analytical Reviews* (IJRAR), 7(1), 799-805.

Fekete, E. (2021). Applicability of organizational performance indicators. *Hungarian Agricultural Engineering*, (39), 16-21.

Ferdous, J. (2017). Organizational theory from a classical perspective. *International Journal of Economics and Law*, 9(2), 1-6.

Furu, P., & Ahlstrom, P. (2010). Stewardship and management in public organizations: Some empirical observations. *Public Administration Quarterly*, 34(1), 23-55.

Githui, D. M. (2014). An empirical study to measuring corruption and integrity in Kenyan police agency: An ethical perspective.

Givoly, D., Li, Y., Lourie, B., & Nekrasov, A. (2017). Information content of key performance indicators and the properties of their analyst forecasts. Retrieved from https://ssrn.com/abstract=2990730 (Accessed November 19, 2017).

Gordijeh, A., & Aghdaie, M. H. (2013). Investigating the impact of professionalism on organizational performance. *International Journal of Management Sciences and Business Research*, 2(11), 1-10.

Groves, R. M., Fowler, F. J., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R. (2009). *Survey Methodology* (2nd ed.). Wiley.

Hall, R. H. (1968). Professionalization and bureaucratization. *American Sociological Review*, 92(1), 92-104.

Harappa Education. (2021, February 5). Systems theory of organization. *Harappa Diaries* . https://harappa.education/harappa-diaries/systems-theory-of-organization/#:~:text=It%20was%20first%20formalized%20in,refer%20to%20as%20systems%20theory

ST. PAUL'S UNIVERSITY

Hickman, C. R., & Silva, M. A. (2018). Creating excellence: Managing corporate culture, strategy, and change in the new age. *Routledge*.

Hon, L. C., & Grunig, J. E. (1999). Guidelines for measuring relationships in public relations. *Institute for Public Relations*.

Hurduzeu, R. E. (2015). The impact of leadership on organizational performance. *SEA–Practical Application of Science*, 3(07), 289-293. https://doi.org/10.1515/seaps-2015-0060

Hussain, N., Haque, A. U., & Baloch, A. (2019). Management theories: The contribution of contemporary management theorists in tackling contemporary management challenges. Yaşar Üniversitesi E-Dergisi, 14, 156-169.

Hussin, M., Yusoff, R. M., & Said, N. (2018). The relationship between teachers' professionalism and job satisfaction: a literature review. *Journal of Advanced Research in Social and Behavioural Sciences,* 12(1), 1-12. https://doi.org/10.24297/jarbs.v12i1.7403

Hutchinson, G. S., & Otedal, S. (2014). Five theories in social work. Universität 1, Norland.

Idris, S. A. M., Wahab, R. A., & Jaapar, A. (2015). Corporate cultures integration and organizational performance: A conceptual model on the performance of acquiring companies. *Procedia-Social and Behavioural Sciences*, 172, 591-595. https://doi.org/10.1016/j.sbspro.2015.01.408

Isjoni, I., Daud, A., & Azhar, A. (2019). Integrity and Performance of High School Teachers in Pekanbaru. *Indonesian Journal of Economics, Social, and Humanities*, *1*(1), 51-57.

Ittner, C. D., & Larcker, D. F. (1998a). Are nonfinancial measures leading indicators of financial performance? An analysis of customer satisfaction. *Journal of Accounting Research*, 36 (Supplement), 1-35.

Ittner, C. D., & Larcker, D. F. (1998b). Innovations in performance measurement: Trends and research implications. *Journal of Management Accounting Research*, 10, 205-238.

ST. PAUL'S UNIVERSITY

Jumba, C. M. (2013). The effect of corporate culture on project performance at Nation Media Group. *Unpublished Master's Thesis,* Kenyatta University.

Kaawaase, T. K., Bananuka, J., Peter Kwizina, T., & Nabaweesi, J. (2020). Intellectual capital and performance of small and medium audit practices: The interactive effects of professionalism. *Journal of Accounting in Emerging Economies*, 10(2), 165-189.

Kazlauskaite, R., & Buciuniene, I. (2016). The relationship between professionalism and organizational commitment among Lithuanian public sector employees. *Journal of Business and Economics*, 7(5), 731-738. https://doi.org/10.12691/jbe-7-5-1

Kim, S. E., & Lee, J. W. (2010). Impact of competing accountability requirements on perceived work performance. *The American Review of Public Administration*, 40(1), 100-118. https://doi.org/10.1177/0275074009347719

Leiter, M. P., Bakker, A. B., & Maslach, C. (2015). Burnout at work: A psychological perspective. Psychology Press.

Martin, J. (2002). *Organizational culture*: Mapping the terrain. *Sage Publications*.

Mbithi, P. K., & Wasike, S. (2019). *Effect of transparency and accountability on sustainability of the banking industry in Kenya*. International Academic Journal of Economics and Finance, 3(3), 382-397.

McKinsey & Company. (n.d.). *McKinsey 7S framework: Boosting organization effectiveness*. Retrieved from https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/how-we-help-clients/growth-and-innovation/mckinsey-7s-framework

Meadows, D. (2008). Thinking in systems: A primer. *Chelsea Green Publishing*.

Mousavi, S. A., Hosseni, S. Y., & Hassanpour, N. (2015). On the effects of organizational culture on organizational performance: An Iranian experience in state bank branches. *Iranian Journal of Management Studies*, 8(1), 97-116.

Mrope, N. P. (2017). The effect of professionalism on performance of procurement function in the public sector: experience from the Tanzanian public entities. *International Journal of Business and Management Review*, 5(6), 48-59.

ST. PAUL'S UNIVERSITY

Mucci, D. M., Frezatti, F., Jorissen, A., & Bido, D. D. S. (2020). Stewardship-oriented culture and family firm performance: A study on the moderating effects in an emerging economy. BAR-*Brazilian Administration Review*, 17(4), e190135. https://doi.org/10.1590/1807-7692bar2020200135

Mugenda, O., & Mugenda, A. (2019). Research methods (3rd edition). Quantitative and Qualitative Approaches, Nairobi Kenya.

Musya, P. S. (2016). Determinants of innovation strategies among savings and credit co-operative societies in Mombasa County, Kenya (Doctoral dissertation, University of Nairobi).

Mwau, J. M. (2016). *Effect of organizational culture on performance of Kenya power and lighting company* (Doctoral dissertation, University of Nairobi).

Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología,* 48(1), 30-41.

Nazarian, A., Soares, A., & Lottermoser, B. (2017). Inherited organizational performance? The perceptions of generation Y on the influence of leadership styles. *Leadership & Organization Development Journal*, 38(1), 124-138.

Neely, A. (2003). Business Performance Measurement: Theory and Practice. *Cambridge University Press, Cambridge*.

Neubaum, D. O., Thomas, C. H., Dibrell, C., & Craig, J. B. (2017). Stewardship climate scale: An assessment of reliability and validity. *Family Business Review*, 30(1), 37-60.

Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.

Njugi, M. K., & Nickson, W. A. (2014). The effects of organizational culture on employee performance in NGOs in Kenya. *European Journal of Business and Management*, 6 (31), 228-238.

ST. PAUL'S UNIVERSITY

O'Reilly, C. A., & Chatman, J. A. (1996). Culture as social control: Corporations, cults, and commitment. In B. M. Staw & L. L. Cummings (Eds.), Research in Organizational Behaviour (Vol. 18, pp. 157-200). *Elsevier Science/JAI Press.*

Pascale, R. T., & Athos, A. G. (1981). The art of Japanese management. *Business Horizons* , 24(6), 83-85.

Pasmore, W. A., & Fagans, M. R. (1992). Participative design: The forgotten member of the 7S family. *Journal of Business Research*, 24(3), 233–246. https://doi.org/10.1016/0148-2963(92)90041-6

Qiao, P., Fung, A., Miao, J., & Fung, H. G. (2017). Powerful chief executive officers and firm performance: Integrating agency and stewardship theory. China & World Economy, 25(6), 100-119.

Robbins, S. P. (1990). Organizational theory: Structure, design, and applications. Prentice-Hall.

Rubin, A., & Babbie, E. R. (2016). Empowerment series: Research methods for social work. *Cengage Learning*.

Rudolph, C. W., Lavigne, K. N., & Zacher, H. (2017). Career adaptability: A meta-analysis of relationships with measures of adaptivity, adapting responses, and adaptation results. *Journal of Vocational Behaviour*, 98, 17-34. https://doi.org/10.1016/j.jvb.2016.10.007

Saad, N., & Kaur, P. (2020). Organizational theory and culture in education. In *Oxford Research Encyclopedia of Education*.

Sarker, S. I., & Khan, M. R. (2013). Classical and neoclassical approaches to management: An overview. *IOSR Journal of Business and Management,* 14(6), 1-5.

Saylor Academy. (n.d.). Systems theory approach. In Mastering public relations. Retrieved from https://saylordotorg.github.io/text_mastering-public-relations/s07-02-systems-theory-approach.html

Schaltegger, S., Hansen, E. G., & Lüdeke-Freund, F. (2016). Business models for sustainability: Origins, present research, and future avenues. *Organization & Environment* , 29(1), 3-10.

Schein, E. H. (2010). Organizational culture and leadership (4th ed.). John Wiley & Sons.

ST. PAUL'S UNIVERSITY

Schwartz, J., Hatfield, S., Jones, R., & Anderson, S. (2019). What is the future of work? Redefining work, workforces, and workplaces. In A Deloitte Series on the Future of Work. *Deloitte Insights*. https://www2.deloitte.com/content/dam/insights/us/articles/5181_What-is-the-future-of-work/DI_What-is-the-future-of-work.pdf

Senge, P. (1990). The fifth discipline: The art and practice of the learning organization. *Doubleday*.

Seong, J. Y. (2011). The effects of high-performance work systems, entrepreneurship and organizational culture on organizational performance. *Seoul Journal of Business*, 17(1), 3. https://doi.org/10.15719/geba.17.1.201102.3

Shahid, A., & Azhar, S. M. (2013). Integrity & trust: The defining principles of great workplaces. *Journal of Management Research*, 5(4), 64. https://doi.org/10.5296/jmr.v5i4.4261

Shapiro, J., Whittemore, A., & Tsen, L. C. (2014). Instituting a culture of professionalism: the establishment of a center for professionalism and peer support. *The Joint Commission Journal on Quality and Patient Safety*, 40(4), 168-AP1. https://doi.org/10.1016/s1553-7250(14)40023-2

Simons, R. (2013). Does accountability improve organizational performance? Journal of Business Research, 66(10), 1716-1723. https://doi.org/10.1016/j.jbusres.2012.03.008

Suykens, B., Meyfroodt, K., Desmidt, S., & Verschuere, B. (2022). Does performance-based accountability impact how non-profit directors perceive organizational performance? Insights from rational planning. *Public Management Review*, 24(9), 1355-1382.

Taber, K. S. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, 48(6), 1273–1296. https://doi.org/10.1007/s11165-016-9602-2\

Tarallo, M. (2021). Co-creationists: Managing Culture Change. In *Modern Management and Leadership* (pp. 43-51). CRC Press.

ST. PAUL'S UNIVERSITY

Tayles, M., Pike, R. H., & Sofian, S. (2007). Intellectual capital, management accounting practices and corporate performance: Perceptions of managers. Accounting, *Auditing & Accountability Journal*, 20(4), 522-548.

Townley, B. (2019). Foucault, power/knowledge, and its relevance for human resource management. *In Postmodern Management Theory* (pp. 215-242). Routledge.

Trivedi, A. (2013). A Study of Literature Review on Individual Accountability. Available at SSRN 2314551.

Wang, M., Liao, H., Zhan, Y., & Shi, J. (2019). Daily proactive personality and job crafting: The role of promotion focus. *Journal of Applied Psychology*, 104(5), 665-679.

Waterman, R. H. (1982). The seven elements of strategic fit. *Journal of Business Strategy*, 3, 68-72.

Wolf, T. (2012). Managing a non-profit organization: Updated twenty-first-century edition. Simon and Schuster.

Yaghoobi, T., & Haddadi, F. (2016). Organizational performance measurement by a framework integrating BSC and AHP. *International Journal of Productivity and Performance Management,* 65(1), 44-67.

Zakari, M., Poku, K., & Owusu-Ansah, W. (2013). Organizational culture and organisational performance: Empirical evidence from the banking industry in Ghana.

Zulkifli, N., & Jamaluddin, M. Y. (2000). Manufacturing and business strategy practices of the small and medium scale industries in Malaysia. *Malaysian Management Review* , 35(1), 11-19.

ST. PAUL'S UNIVERSITY

APPENDICES

Appendix I: Consent Form for Participants

Dear Participant,

My name is Annette Adhiambo Oloo and I am currently pursuing a Master's degree in Development Studies with a specialization in Organizational Development at St. Paul's University, Kenya. As part of the requirements to complete the degree, I am conducting a study on "The influence of Corporate Culture Organizational Performance of Christian Organizations Research Advisory Trust of Africa (CORAT Africa), Kenya. Specifically, the study focuses on factors such as stewardship, Integrity, accountability and professionalism. I would therefore like to request you to participate in the study to enable me to fulfil the school's requirements.

Kindly note that participation in the study will not expose you to any known deceptions or risks. The questionnaire will take approximately 20 minutes to complete and a period of one week will be provided to ensure that you have ample time to fill in the questionnaire. I will pick up the questionnaire after the lapse of the one week. I would like to assure you that the answers that you provide will be confidential and private. As such, you should not provide any potentially identifying information such as your name. The answers will be used for the academic purposes of this paper and will not be used for any other purpose. Participation in this study will be entirely voluntary and you have the right to withdraw from participating in this study at any time. You will not be penalized for not participating in the study. Also, no monetary compensation will be provided for your participation.

ST. PAUL'S UNIVERSITY

Consent: I have read and understood the above information. Any questions on the study that I had have been satisfactorily answered. I am willing to participate in the study and if I have any queries about the study, I will contact AUGUST F 2023.

Signature: _____ Date: _____

Appendix II: Research Questionnaire

This research is for academic purposes only. You are kindly requested to provide honest answers to the questions asked and freely express your opinions and feelings. Your identity will remain anonymous. Please respond by either writing a statement or a tick (√) as required.

ST. PAUL'S UNIVERSITY

Section A. RESPONDENTS DETAILS

1. What is your gender?

a) Male ☐

b) Female ☐

2. What is your age category?

a) 21-30 years ☐ c) 41-50 years ☐

b) 31-40 years ☐ d) Above 50 years ☐

3. What is your highest academic Qualification?

a) Diploma ☐

b) Degree ☐

c) Masters ☐

Others (Specify)

……

……

4. How long have you been working in the department?

a) Less than a year ☐

b) 1-3 years ☐

c) 4-6 years ☐

d) Over 7 years ☐

SECTION B: STEWARDSHIP

7. On a scale of 1-5, where Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree, indicate the level of agreement regarding the following statement on the influence of stewardship in your organization.

Statement	5	4	3	2	1
The leadership allows employees to reach their full potential					
The leadership fosters a professionally orientated workplace					
The leadership inspires employees care and loyalty					
The leadership encourages a collectivist rather than an individualistic culture					

7.1 Make recommendations on what you believe should be done differently to improve stewardship in your organization.

……
……
……
……
……
……

SECTION C: INTEGRITY

ST. PAUL'S UNIVERSITY

8. On a scale of 1-5, where Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree, indicate the level of agreement regarding the following statement on integrity in your organization.

Statement	5	4	3	2	1
My organization treats people like me fairly and justly.					
There are sound principles to guide the organization's behaviour					
My organization takes the opinions of people like me into account when making decisions					
My organization is committed to delivering excellent service and will not compromise on its standards when dealing with clients.					

8.1 Make recommendations on what you believe should be done differently to improve integrity in your organization.

……
……
……
……
……
……

SECTION D: ACCOUNTABILITY

9. On a scale of 1-5, indicate the level of agreement regarding the following statements on the influence of accountability in your organization. Where Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree.

Statement	5	4	3	2	1
My organization follows administrative procedures and rules					

ST. PAUL'S UNIVERSITY

We are dedicated to the mission of the organization					
My organization fulfils documentation requirements of the state					
We observe the organizations ethics policy in providing services to clients					
My organization works towards improving quality of services and best practices					

9.1 Make recommendations on what you believe should be done differently to improve accountability in your organization.

……
……
……
……
……
……

SECTION E: PROFESSIONALISM

10. On a scale of 1-5, where Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree, indicate the level of agreement regarding the following statement on professionalism in your organization

Statement	5	4	3	2	1
My organization encourages continued training					
I feel a real 'calling' to my profession					
The dedication of people in my organization is gratifying					
My fellow colleagues have a pretty good idea about each other's competence					
In my organization when problems arise at work, we are given the opportunity to use own intellect					
Any employee who violates professional standards faces fairly					

ST. PAUL'S UNIVERSITY

severe penalties					

10.1 Make recommendations on what you believe should be done differently to improve professionalism in your organization.

……
……
……
……
……
……

SECTION F: ORGANIZATIONAL PERFORMANCE

11. On a scale of 1-5, where Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree, indicate the level of agreement regarding the following statement on organizational performance in your organization.

Statement	5	4	3	2	1
The organization expenses are less than the income					
The organization operates using internally generated funds					
The organization efficiently manages its operating costs					
The overall activity of the organization is satisfactory					
Clients are satisfied with our services					
Clients refer other clients to our firm					

ST. PAUL'S UNIVERSITY

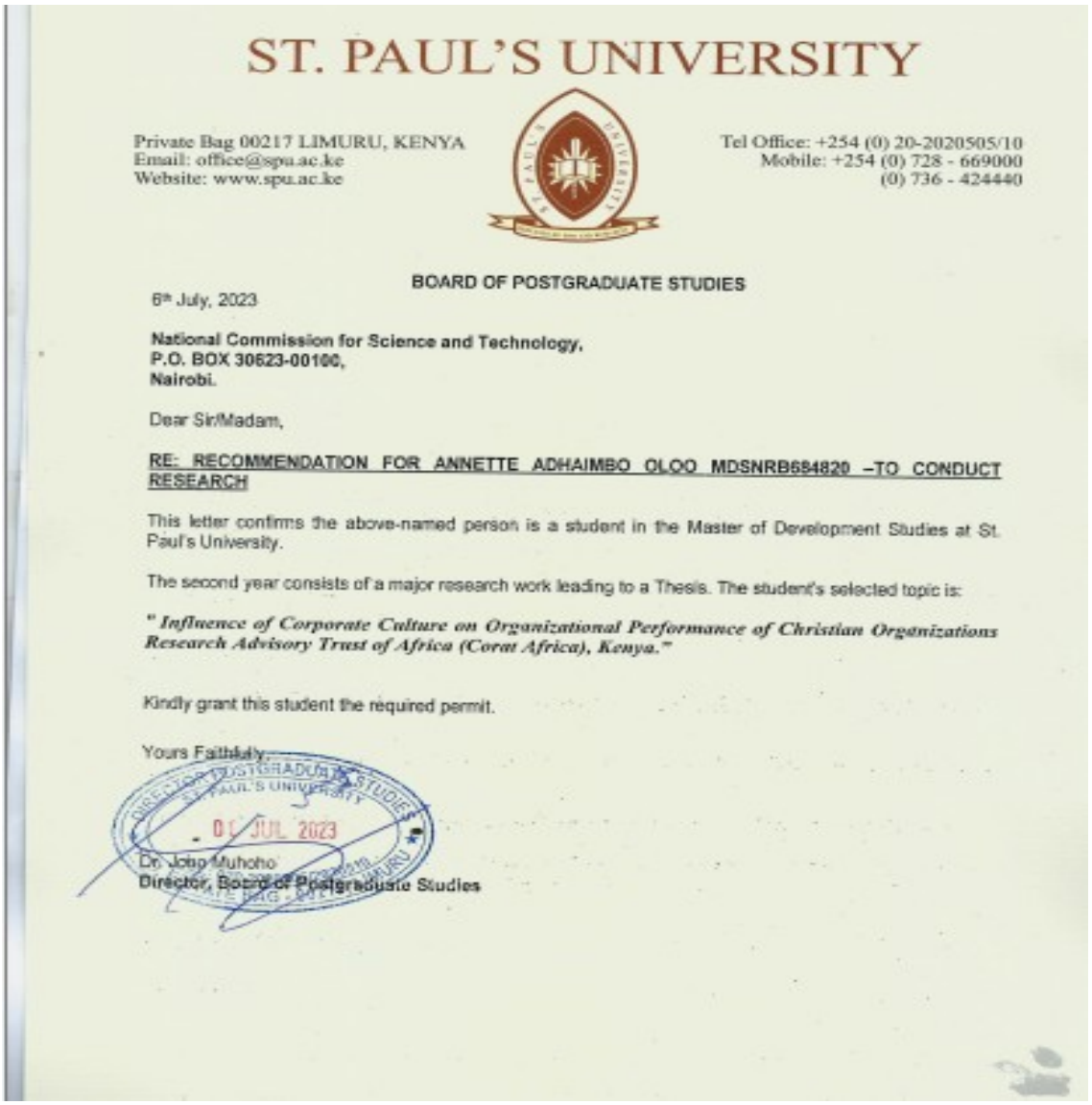
11.1 Make recommendations on what you believe should be done differently to improve performance in your organization.

……
……
……
……
……
……

Thank you for your participation!

ST. PAUL'S UNIVERSITY

Appendix III: Research Recommendation Letter



ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

6th July, 2023

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR ANNETTE ADHAIMBO OLOO MDSNRB684820 –TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Development Studies at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

" Influence of Corporate Culture on Organizational Performance of Christian Organizations Research Advisory Trust of Africa (Corat Africa), Kenya."

Kindly grant this student the required permit.

Yours Faithfully,

01 JUL 2023

Dr. John Muhoho
Director, Board of Postgraduate Studies

Appendix IV: Research License



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 628920

Date of Issue: 18/July/2023

RESEARCH LICENSE

This is to Certify that Ms.. ANNNIETTE OLOO ADHIAMBO of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF CORPORATE CULTURE ON ORGANIZATIONAL PERFORMANCE OF CHRISTIAN ORGANIZATIONS RESEARCH ADVISORY TRUST OF AFRICA (CORAT AFRICA), KENYA. for the period ending : 18/July/2024.

License No: NACOSTI/P/23/27728

628920

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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

See overleaf for conditions

ST. PAUL'S UNIVERSITY

Appendix V: CORAT Africa Authorization



CORAT AFRICA
Christian Organizations Research and Advisory Trust of Africa

Bogani East Road, Langata
P.O. Box 42453-00100 NAIROBI, Kenya
Mobile: +254733660045/724569646,
739648391/713428252
Web: www.coratafrica.com
Email: corat@coratafrica.com, admissions@coratafrica.com, trainings@coratafrica.com, consultancy@coratafrica.com

09/06/2023.

The Director
Postgraduate Studies
St. Paul's University
Private Bag 00217
Limuru.

RE: PERMISSION TO CONDUCT ACADEMIC RESEARCH

Receive Christian Greetings.

This is to notify you that CORAT Africa has granted ANNETTE ADHIAMBO OLOO permission to conduct an academic research in our institution titled '**The Influence of Corporate Culture on Organizational Performance: Case Study - CORAT Africa**'

At CORAT Africa, we place significant emphasis on fostering Christian values, a culture of innovation, continuous learning, and professional growth. It is our great pleasure to grant Annette the permission to undertake this research project, as it perfectly aligns with our commitment to academic excellence and advancement. We are confident that the findings of this research will not only benefit our organization but also other similar institutions.

We request that St Paul's University share the research findings with us in order for us to improve our internal processes and contribute to the broader body of knowledge in our field.

Yours Sincerely,

Oliver Kisaka Simiyu, PhD
Managing Director - CORAT Africa.