

**ORGANISATIONAL CULTURE AND BUSINESS PERFORMANCE IN THE MEDIA
INDUSTRY: A CASE OF NATION MEDIA GROUP LIMITED**

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Abstract

The purpose of the study was to examine the effect of organizational culture on business performance in Media industry. This is because there was observed a degradation of culture at Nation Media Group and there was need to show if that had an effect on the business performance. The study thus specifically sought to establish the link between competitive culture and business performance; explore the effect of intrapreneurial culture on business performance; assess the effect of normative culture on business performance; and to establish the effects of consensual culture on business performance in Media industry. The study adopted descriptive research design in the methodology. On identifying the target population, the staff working at Nation Media Group Limited in Nairobi were chosen. They comprised 649 staff in total. The stratified random sampling design guided the study in obtaining the sample size of 194 respondents. In data collection techniques, the data collection instrument was the questionnaire. The collected data was analyzed both descriptively and inferentially via regression and correlation and the presentations were in form of tables. From the findings, competitive culture ($\beta_1 = .473$ $p < 0.01$); intrapreneurial culture ($\beta_2 = .271$ $p < 0.01$); normative culture ($\beta_3 = .383$ $p < 0.01$) and consensual culture ($\beta_4 = .402$ $p < 0.01$) had a significant effect on business performance at Nation Media Group. The study recommends that the management of Nation Media Group should ensure that they empower employees to make independent decisions about performance, given the need of change. Because this will contribute to less resistance among the employees when forms of change are introduced. The management has a responsibility to ensure that they put in place mechanism to address all communications of information from employees, in order to obtain their side of ideas for supporting business performance.

Key words: Organizational Culture, Business Performance, Competitive culture, Consensual culture, normative culture intrapreneurial culture

I. INTRODUCTION

The term culture has had different definitions. As indicated by Hofstede and Bond (2008) culture speaks to the identity of an association. It communicates shared suppositions, qualities and convictions. It is the social magic that binds an association. Culture is an arrangement of qualities, convictions, and conduct designs that frame the center personality of associations, and help shape its worker's conduct. The way of life is absolutely the most essential factor representing achievement or disappointment in associations. While chiefs don't preclude the significance from

securing society on worker fulfillment, few understand the effect they have in forming the way of life (Veiga, 2011).

Batt (2012) found that culture is the aggregate conduct of people who are a piece of an association and the implications that the general population connect to their activities. Culture incorporates the association's esteems, dreams, standards, working dialect, frameworks, images, convictions and propensities. It is likewise the example of such aggregate practices and presumptions that are educated to new hierarchical individuals as a method for seeing, and notwithstanding considering and feeling.

Culture influences the way individuals and gatherings communicate with each other, with customers, and with partners. Ashforth (2013) express that culture is an arrangement of shared mental suppositions that guide translation and activity in associations by characterizing fitting conduct for different circumstances. A similar time, despite the fact that an organization may have "claim interesting society", in bigger associations, there are assorted and in some cases clashing society that coincide because of various qualities of the administration group. The way of life may likewise have negative and positive viewpoints.

Different investigations demonstrate that associations that know how to build up their societies in a viable way most presumably have the advantage of headway in efficiency and the nature of work life among the representatives. Culture has gotten much consideration because of its impacts and potential effect on authoritative achievement (Wright and Allen, 2007). The spearheading work of Deal and Kennedy impelled the enthusiasm of scientists and advisors to the idea of culture, and how these qualities and rationality control the representatives' conduct in the association towards more prominent achievement (Steyrer, 2009).

According to Bass (2006) there are four sorts of culture. These are the aggressive culture, intrapreneurial culture, bureaucratic culture and consensual culture. Focused culture stresses on values identifying with requesting objectives, upper hand, advertising prevalence and benefits. Intrapreneurial culture underlines on advancement, hazard taking, and imagination. Bureaucratic culture underlines on values like guidelines, SOPs, and chain of importance. Consensual culture identifies with customs, unwaveringness, individual responsibility, cooperation, and socialization inside the Organization.

1.1.1 Profile of Nation Media Group

The Nation Media Group (NMG) founded by his Highness the Agha Khan in 1959 has become the largest independent media house in East and Central Africa. It has been quoted on the Nairobi Stock Exchange since the early 1970s. As the leading multi-media house in the East African region, it has print as well as electronic media and the internet which attracts a regular readership quite unparalleled in the region (Nation Media Group, 2017).

NMG has for the last five years been showing depressing and shaky revenues with profits of 2016 being Ksh1.68 billion which is below the 2.22 billion and 2.45 billion posted in 2015 and 2014 respectively. The reduced profits are to the tune of 500 million Kenya shillings in the financial year of 2016. Further, the organization has gone through massive restructuring and retrenchment to the tune of 342.9 million over the last two years with the company closing Nation FM and Spark TV in

Uganda on top of retrenching over 30 staff (NMG Financials and Reports, 2016). Positively, however, the company has entered into the digital platform with acquisitions like KenyaBuzz and the digital migration exercise.

1.2 Statement of the Problem

Culture is important for the acquisition of a value system that endears itself to desirable business tasks that led to significant business performance. The culture index has often been strong at the Nation Media Group however, there have been numerous activities within the organization that have had various effects on the culture in the organization. The notable ones include the exit of management leaving anxious staff on its wake, the initiation of new policies to catch up to competitive realities and the elements of fresh technologies. This linked to the reduced profits to the tune of 500 million Kenya shillings in the financial year of 2016 creates a need to consider if there is an effect of culture on business performance at the Nation Media Group. Following latest decline in commercial enterprise and overall performance at NMG, this study analyzed the quantity to which organizations culture had contributed to the downturn at the company and the media industry as wide spread.

1.3 Objectives

1.3.1 General Objectives

The study investigated the effect of organization culture on business performance in Media industry.

1.3.2 Specific Objectives

The following constitutes the specific objectives;

- i. To establish the link between competitive culture and business performance at Nation Media Group.
- ii. To explore the effect of intrapreneurial culture on business performance at Nation Media Group.
- iii. To assess the effect of normative culture on business performance at Nation Media Group.
- iv. To establish the effects of consensual culture on business performance at Nation Media Group.

1.4 The Research Hypotheses

The following constitutes research Hypotheses;

H₀₁: There is no significant relationship between competitive culture and business performance at Nation Media Group.

H₀₂: There is no significant effect of intrapreneurial culture on business performance at Nation Media Group.

H₀₃: There is no significant effect of normative culture on business performance at Nation Media Group.

H₀₄: There is no significant effect of consensual culture on business performance at Nation Media Group.

II. LITERATURE REVIEW

2.1 Theoretical Literature Review

The study is anchored on the following theories Dynamic Capabilities Theory, Durkheim's Theory of Culture and Mission Theory

2.1.1 Dynamic Capabilities Theory

Wright and Allen, (2007) contend that dynamic capacities empower associations to coordinate, form, and reconfigure their assets and capabilities and, in this manner, keep up execution despite changing business conditions. The thought of dynamic abilities was in this manner refined and extended by other (Wright and Allen, 2007). Altogether for an association to be focused in its industry and in whatever it produces, it needs powerful capacities which constitute the association's capacity to use its assets adequately.

Dynamic Capabilities empower the firm to rapidly react to change and send assets as it needs, be deliberately incorporated to accomplish a coveted end state (Heneman, 2009). Heneman (2009) contend that in an exceptionally aggressiveness showcase, center capability has developed as a focal idea for focused system. All together for an association to stay focused, it is imperative it influences on its dynamic abilities. In this manner dynamic capacities are vital in the improvement of firm intensity and acknowledge best business execution.

2.1.2 Durkheim's Theory of Culture

This hypothesis was produced by Durkheim (1890). It characterizes culture as a new web of portrayals, comprehensively enveloping the aspects of set esteem, conviction, and representative frameworks of a characteristic. For example, the tribal social orders to which he gave such close consideration. The hypothesis contends that a plenitude of work in hierarchical humanism concerns the substance of what the way of life idea appears to include, regardless of the possibility that it goes to considerable lengths to skirt the mark. It is through the way of life that an association impacts the errands and accomplishment of authoritative goals. As indicated by (Kanter, 1993; Riad, 2012) while subcultures may fortify mix with the general association, they may likewise give focuses of difference.

2.1.3 Mission Theory

Mission Theory was created by Mintzbert, 1994. A common feeling of reason, heading and technique can facilitate and excite hierarchical individuals toward aggregate objectives. Fruitful associations have a reasonable feeling of reason and heading that characterizes authoritative objectives and key destinations, and communicates a dream of how the association will look later on. At the point when an association's hidden mission changes, changes likewise happen in different parts of the association's way of life (Gerhart, 2009). This hypothesis is pertinent in this examination, in the setting that the requirement for consistency is general. Individuals are searching for consistency in their own lives; associations are searching for consistency as they manage different associations. Clients are searching for consistency as they cooperate and buy either items or administrations. The accomplishment of consistency is a capable authoritative apparatus, a device that can enormously expand business execution.

2.2 Empirical Literature Review

Foshan (2010) said that aggressive way of life is inevitable at place of business. Each employee is

making an attempt to outdo some other employee in his or her performance stages. An employer appreciates an employee who performs nicely or alternatively excellently. An employer judges an employee on the premise of his or her overall performance levels. Lytle et al. (2011) asserts that control encourages aggressive tradition so that it will encourage employees and get better results from them in work matters. Aggressive way of life in the workplace may be a very good factor for some for different reasons. With the aid of the identical token even though, aggressive tradition can also have some risks. A few industries are more conducive to an aggressive lifestyle within the place of work than others.

Hazad (2015) observed that one of the foremost advantages of competitive lifestyle inside the place of work is that it can create a surround in which employees push in every different direction to exceed their normal limits, that could result in expanded manufacturing, both at a man or woman level, and most of the entire workforce as a whole. As man or woman manufacturing numbers boom, so do the ones of the complete staff who are seeking for ways to outdo each other. Aggressive culture can be rewarded with bonuses or numerous types of rewards.

Intrapreneurial culture entails the performance of high ranges of hazard taking, dynamism, and creativity characterize an intrapreneurial culture. There's a commitment to experimentation, innovation, and being on the leading facet. This lifestyle not only reacts to changes inside the surroundings, it also creates change. Effectiveness means providing new and unique merchandise and rapid increase. Individual initiative, flexibility, and freedom foster boom and are advocated and well rewarded, inside the intrapreneurial way of life, the emphasis become on innovation, risk taking, excessive stage of dynamism, and creativity (Veiga, 2011).

In line with Heneman (2009) the key to unleashing that creative strength is to create an intrapreneurial culture based totally on four pillars. Authenticity that reveals the sincerity via being obsessed on intrapreneurial techniques and actions pursued through the business. Dedication to people, an intrapreneurial subculture is based at the idea that every character may be a powerful force for exchange within the corporation, help the expert improvement of the staff, have a good time high-quality work and fun.

Dedication inside the enterprise, a need for aligning a man or woman's interests with those of the main enterprise. Continuous effort, for this reason, the work of building an agency's tradition by no means ends (Veiga, 2011). Maintaining an intrapreneurial lifestyle begins with whom is employed. It's far essential to cautiously display and screen potential employees to ensure that they may suit inside the tradition (Banham, 2009).

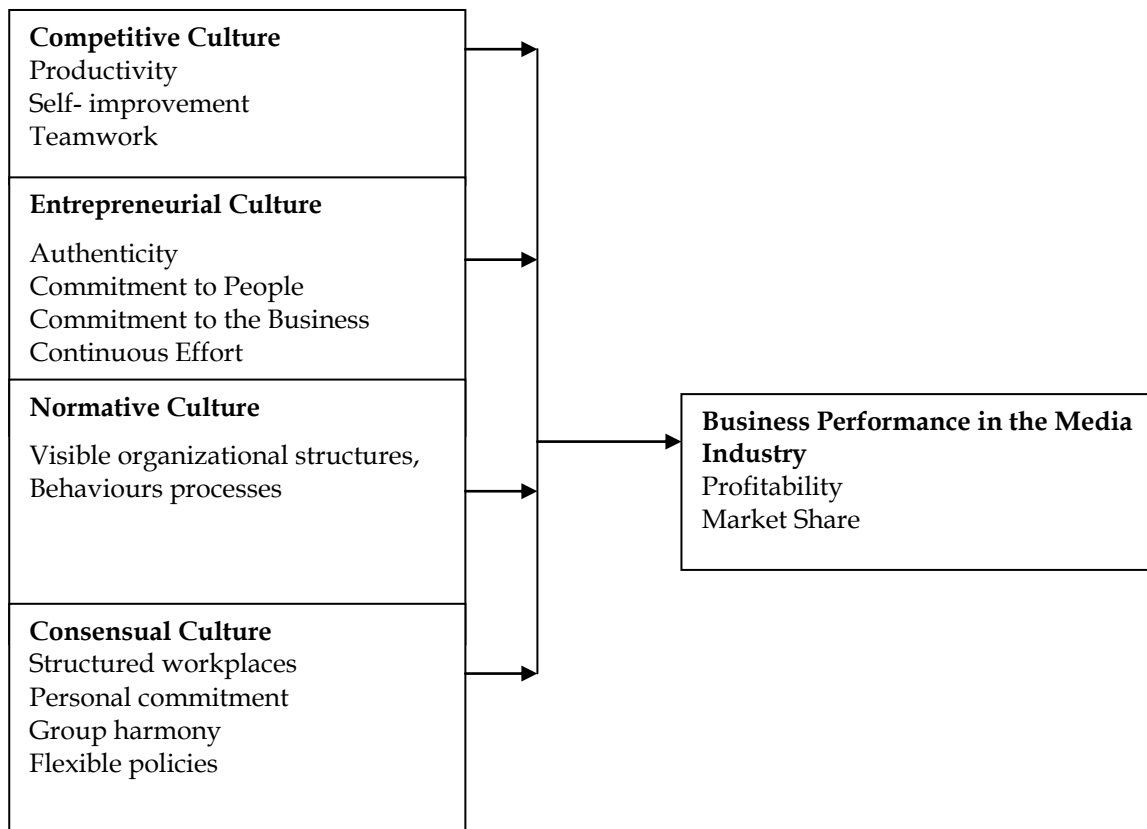
Trice (2014) found that regularizing society is exceptionally straightforward, after strict directions and rules that maintain the arrangements of the association. Workers once in a while veer off from their particular occupation part; break administrators or does something besides what is asked of them. These sorts of associations run a tight ship and are not suited for each kind of representative. These are question situated ways to deal with inspiring the representatives. Take in more about these systems and others in *Motivating Employees*.

Hicks (2015) found that consensual culture is a typical mark for an association portrayed by an adaptable air and a family-situated demeanor. It is one of the regular social sorts recognized in

investigations of working environment culture, particularly in organizations. While consensual working environments frequently make for a positive place for representatives to work, they do have downsides in respect to more solid societies. By definition, Schein (2007) noticed that consensual societies exist in less-organized work environments with less guidelines and approaches. While the goal is to energize bound together vision and adaptable basic leadership, there is hazard that representatives will work outside the extent of their parts and exploit adaptable strategies to stay away from non-favored work exercises. In the event that workers don't get going to play a part with the vision and orders of initiative, it is simple for offices and representatives to get off track.

2.6 Conceptual Framework
Independent Variables

Dependent Variable



III. RESEARCH METHODOLOGY

3.1 Research Design

This study employed a descriptive research design to explicitly anchor the study. Descriptive survey research design has been elucidated by Kothari (2011) to be the kind of design that seeks to describe a phenomenon in the realms of research.

3.2 Population

The general target population of this study was 649 permanent staff of Nation Media Head office and Nation Media Print (Mombasa Road). The target population was categorized into Editorial - 213, Human Resource - 6, Nation Broadcasting - 198, IT - 19, Finance - 38, Marketing & Advertising - 7, Legal & Admin - 16, Production - 57, Security - 2, Sales & Distribution - 89 and Corporate Affairs - 4 staff.

3.3 Sample and Sampling Technique

The appropriate sampling technique employed was first, stratified sampling technique which according to Peil (2009) is a method that allows for any research to partition the chosen target populace into various subgroups or strata. The stratification in this case allowed for a division of that target into departments which in this case are the Editorial, HR, Nation Broadcasting, IT, Finance, Marketing & Advertising, Legal and Administration, Production, Security, Sales and Distribution and Corporate Affairs.

Simple random sampling was used to select the various staff from the categorized departments. The sample of the study was 30% of the target population from the departments at Nation Media Group.

3.4 Data Collection Instruments

Questionnaire was utilized as an information accumulation instrument. Questionnaire was utilized on the grounds that as clarified by Lyon (2010), they are utilized to gather information about issues that are not specifically discernible.

3.5 Pilot Study

The pilot study involved pretesting of the data collection instrument to establish their validity and reliability. The pilot test was done at Kenya Television Network. The questionnaires was issued to 19 staff (10% of the sample population), from which proper revisions was done to ensure both validity and reliability of the study instruments.

3.5.1 Validity Test

Validity as how much a test measures what it should gauge, it is uncommon, if about unthinkable, that an instrument be 100% substantial (Trochim (2006). To affirm Validity, the surveys were affirmed by the examination director and the exploration right hand.

3.5.2 Reliability Test

To affirm unwavering quality, 19 polls being 10% of the aggregate populace was created then pilot tried among the staff at the association from KTN. The results were then passed through the

Cronbach Coefficient Formula from which a figure of 0.715 was scored, a figure that Kothari (2011) says is acceptable considering that 0.7 is the mark of acceptable reliability.

3.6 Data Analysis and Presentation

Data was analyzed using both descriptive and inferential analysis to verifiably come up with the study results. Descriptive statistics was in the form of counts, percentages and reliability tests of means and standard deviations while inferential statistics was in the form of Pearson's correlations to check for the significant test between the variables and regression analysis to test for the predictive power of the independent variables on the dependent variable and all these calculations was done with the help of SPSS version 21.

Regression Model

$$y_{od} = \alpha + \beta_1 (X1) + \beta_2 (X2) + \beta_3 (X3) + \beta_4 (X4) + e$$

Where the variables are defined as:

Yod- Business Performance

X1- Competitive culture

X2-intrapreneural culture

X3- Normative culture

X4- Consensual culture

e- Error term

3.7 Ethical Considerations

Ethical consideration was observed. This entailed obtaining necessary permission from both the administrators of the university and the management of the selected organizations. Their permission was useful in ensuring that this research study was successfully completed so that the findings that was collected in the consequent stages does not breach the rules and regulations laid down when undertaking this research work. Ethics was also observed in the following areas; honesty; the researcher strived for honesty in all scientific communications. These comprised of honest report, data, results, methods and procedures and publication status, the researcher did not fabricate, falsify, or misrepresent data. In integrity; the researcher kept the promises and agreements; acted with sincerity; strived for consistency of thought and action. In enhancing carefulness, the researcher avoided careless errors and negligence; carefully and critically examined the report work and the work of the peers.

IV. RESEARCH FINDINGS AND DISCUSSIONS

4.1 Business Performance

To acquire the requisite data for the performance of NMG secondary data derived from the financials of the company was used to check the profitability and market share index of the company for the years 2015 and 2016.

Table 1 Performance Index of NMG

Profitability		Market Share	
2015	2016	Newspaper	Broadcast
Ksh 2.22 billion	Ksh1.68 billion	61%	44%

From the financials as presented in Table 1, it is clear that NMGs profits dropped from 2.22 billion in 2015 to 1.68 billion in 2016 showing a marked 24.16% decrease in profitability or a decrease of 500 million Kenya shillings. On market share, the newspaper division has maintained its high market share index at 61% but showed a low share on its broadcast front. This suggests that the company performance overall had not been significantly above average and desirable. Heneman (2009) noted that one notable measure of organizational performance is the measure of profitability and this result attest to a problematic performance index and so does the dwindling market share in the broadcast division which according to Karasek (2008) is the new frontier since the digital migration factor in the world.

4.2 Inferential Analysis

4.2.1 Correlations analysis for NMG.

Pearson's Correlation analysis was designed and later measured for Nation Media Group and the results presented in table 2.

In their important work Wong and Hiew (2005) had argued that there were certain boundaries to consider when one is interpreting the correlation coefficient value (r) and they noted that a figure 0.10 to 0.29 is taken as weak, 0.30 to 0.49 is deemed in the medium spectrum and finally 0.50 to 1.0 is taken as significantly strong. Nevertheless, Field (2005) in his study expanded the Wong and Hiew result when he argued that the coefficient should not exceed 0.8 so as not to fall prey to multicollinearity problems. Thus, in this work the greatest measured correlation coefficient is 0.759 which is significantly below 0.8 and thus no multicollinearity problem exists (Table 2).

From table 2, all the independent variables (competitive culture, intrapreneurial culture , normative culture and consensual culture) had a positive relationship with business performance at NMG. consensual culture had the highest correlation ($r=0.759$, $p< 0.00$), then normative culture ($r=0.688$, $p< 0.00$), followed by competitive culture ($r=0.648$, $p< 0.00$) and finally intrapreneurial culture had the least correlation with business performance ($r=0.536$, $p< 0.01$). This implied that competitive culture, intrapreneurial culture , normative culture and consensual culture have a positive relationship with business performance at NMG.

4.2.1 Regression Analysis

Due to the fact that quantitative scales were used to measure a significant portion of the study and hypotheses were included, regression analysis was employed to get the significant and necessary results. The results are as presented in Tables 3, 4 and 5 and later 6.

Table 2 Correlation Analysis for NMG

		Performance	Competitive culture	Intrapreneurial culture	Normative Culture	Consensual Culture
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	150				
Competitive culture	Pearson Correlation	.648**	1			
	Sig. (2-tailed)	0				
	N	150	150			
Intrapreneurial culture	Pearson Correlation	.536**	.234**	1		
	Sig. (2-tailed)	0.001	0.001			
	N	150	150	150		
Normative Culture	Pearson Correlation	0.688	.406**	.039**	1	
	Sig. (2-tailed)	0	0.001	0.052		
	N	150	150	150	150	
Consensual Culture	Pearson Correlation	.759**	.005**	0.295	.181**	1
	Sig. (2-tailed)	0	0.005	0.011	0.023	
	N	150	150	150	150	150

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

Table 3 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	0.734	0.602	0.101
a. Predictors: (Constant), competitive culture, intrapreneurial culture , normative culture and consensual culture				
b. Dependent Variable: business performance at NMG				

From table 3 it is evident and clear that the R value is .763 which denotes a positive direction linked to R and which is explained at the correlation measure that shows the prediction between the observed and predicted measures which are attributable to the dependent variable. Basically, as long as the R value (.763) is not preceded with a - sign, the direction is interpreted as positive. Additionally, the value expresses clearly that a strong predictive relationship linking observed and predicted values is significant and strong. Consequently, the coefficient of determination R² score is highlighted as 0.602. This reveals that 60.2% of the adjustment in dependent variable (business performance) was explained and predicted by independent variables (competitive culture, intrapreneurial culture, normative culture and consensual culture)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	200.6	4	68.106	71.301	.000 ^a
	Residual	14.719	248	0.713		
	Total	215.319	252			
a. Predictors: (Constant), competitive culture, intrapreneurial culture, normative culture and consensual culture						
b. Dependent Variable business performance at NMG						

The ANOVA table is particularly essential to view the F-statistics which in this case is (F = 71.301) and the significant value which is here placed at 5 per cent level (Sig. F < 0.05), and both of them show that the model is fit and stable for analysis and interpretation of the findings accruing from the data input and accordingly, there is significantly present a statistically significant relationship between competitive culture, intrapreneurial culture, normative culture and consensual culture and business performance at NMG.

Table 5 Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.657	0.372	0.277	5.618	0
	competitive culture	0.485	0.078	0.473	5.868	0
	intrapreneurial culture	0.278	0.074	0.271	4.876	0.001
	normative culture	0.398	0.085	0.383	4.503	0.004
	consensual culture	0.419	0.084	0.402	5.229	0
a. Dependent Variable: Business performance at NMG						

The t-value of constant caused from the data output of the regressed results ($t = 5.618$) was significant at .000 per cent level (Sig. $F < 0.05$), this thus means that the model has again been confirmed. Subsequently, based on the positive coefficients all at acceptable significant value there is statistically significant relationship between between competitive culture, intrapreneurial culture, normative culture and consensual culture and business performance at NMG. Basically, looking at the standard coefficients attributes which are all positive it is clear that the hypotheses would be thus rejected.

Thus: looking at the hypotheses

Table 6 Hypotheses Testing

Hypothesis	Correlation Results	Regression Results	Comments
H ₀₁ : There is no significant relationship between competitive culture and business performance at Nation Media Group.	r=0.648, p<0.00	$\beta_1 = .473$ p<0.01	Rejected
H ₀₂ : There is no significant effect of intrapreneurial culture on business performance at Nation Media Group.	r=0.536, p<0.01	$\beta_2 = .271$ p<0.01	Rejected
H ₀₃ : There is no significant effect of normative culture on business performance at Nation Media Group.	r=0.688, p<0.00	$\beta_3 = .383$ p<0.01	Rejected
H ₀₄ : There is no significant effect of consensual culture on business performance at Nation Media Group.	r=0.759, p<0.00	$\beta_4 = .402$ p<0.01	Rejected

V. CONCLUSIONS AND RECOMMENDATIONS

The study concluded that in competitive culture, this type of culture forces employees to push each other to surpass their normal limit leading to high performance. The study also noted that an employee was likely to work better in a situation where culture of competitiveness is supported. Therefore, team working is always best strategy to have the job done instead of going for a single person to enhance competitive culture.

The study found that culture of intrapreneurial is regarded as a way in which individuals can be a strong force for change in a given organization. Also, it was noted that in normative culture, it commands decisions to be made in an organized process with control structure ever present. As a result, the findings implied that possibly, the management of this organization enjoy organized processes that guides in decision making, thus, supporting performance. The study concluded that in consensual culture, the staffs expect management to treat employees well by increasing salaries and recognitions, and that consensual culture exists well in less structured work stations that have few rules and policies that support performance. Therefore, this was found to have negative implications to business performance. It is thus recommended that, the management at Nation Media Group should encourage and support the existence of competitive culture because this culture forces employee to push each other to surpass their normal limit leading to high performance. Also, in intrapreneurial culture, Nation Media Group should empower employees to make independent decisions and contributions on change. This is because employee participation will contribute to less resistance among the employees when forms of change are introduced. Nation Media Group should ensure normative culture commands decisions to be made in an organized process, with necessary control structure ever present. The management should be concerned with this form of culture of the norm by enforcing organized processes that guides in decision making. The management of Nation Media Group should ensure that they treat

employees fairly in regards to the level of salary reviews. This is in consideration that when the management fails to observe the culture of establishing things that support employees well-being, the employees were likely to challenge the status quo hence, crippling down on negative business performance.

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