

**ASSESSING THE FACTORS AFFECTING ORGANIZATIONAL CULTURE IN PUBLIC  
UNIVERSITIES IN KENYA  
A CASE OF MULTIMEDIA UNIVERSITY OF KENYA**

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*Abstract*

*The aim of this study was to assess the factors affecting organizational culture in public universities in Kenya, a case study of Multimedia university of Kenya. The main objectives of the study were to; assess the influence of teamwork, determine the effect of innovation, determine the effect of reward orientation and assess the effect of training and development on organizational culture in Multimedia university of Kenya. Descriptive research design in a case study survey was used to target 360 employees of Multimedia university of Kenya. The sample size constituted 120 respondents whose data was collected using questionnaires. Data was analyzed descriptively and inferentially using Statistical Package for the Social Science (SPSS, Version 22.0). The results show that ineffective teamwork and inconsiderate diversity efforts had a negative influence on organizational culture; lack of significant innovative culture, rewarding and recognition had a negative influence on organizational culture. However, effective training and development had a positive influence on organizational culture at Multimedia University. This study thus recommends: The management of Multimedia University should devise a workable plan to encourage and promote teamwork among staff. this, they can do by stipulating certain important tasks as teamwork based and hence teamwork remunerated. The management of Multimedia University should embrace innovativeness and encourage staff to proactively be innovative in their work. The management of Multimedia University should use both intrinsic and extrinsic rewarding systems to performing staff and those with innovative ideas and projects. The management of Multimedia University should continue putting emphasis on training and development. The training and development practice should be tied to employee performance appraisals and promotion endeavors. Finally, the Government of Kenya through the Ministry of Education should enact policy that would safeguard the training, promotion and human resource policy of staff to improve organizational culture and performance of universities.*

*Keywords: Organizational Culture, Teamwork, Reward, Training and Development*

## **I. INTRODUCTION**

### **1.1 Background of the Study**

Culture simply means a sum of behavioral patterns, beliefs and attitudes or a way of life of a people where they share similar characteristics. There are various forms or levels of culture ranging from national culture, regional, ethnic, religious, gender, social class and organization culture, which arises from socialization in the work place (Rai, 2011). Culture in an organization is considered a silent code of communication used by employees for communication during their day-to-day activities. Culture helps in coordination of the organization, determining the organization behavior, its goals, work methods, interactions, relations and conduct. Culture can be made up of both formal and informal components. Some of the different informal components are like behavioral norms, history, symbols, values, organizational beliefs, myths and rituals. According to Rai (2011), some of the formal organizational culture components include leadership, the structure of an organization, policies, and mechanisms of socialization, reward systems, and the decision - making processes.

According to Rai (2011), organizational culture has been widely accepted as a way of understanding the human system. The wide acceptance of organizational culture includes disciplines like sociology, anthropology, applied disciplines of organizational behavior management science and organizational commitment (Naicker, 2008). Sun (2008) maintains that an organization should have a strong culture. The culture should attract, reward and hold on to employees because of good performance and for achieving the goals and objective of the organization (Sun, 2008). Skill and knowledge sharing, dedication and teamwork at the place of work are the characteristics of a strong organizational culture.

The performance of an organization is determined by how employees from different cadres perform their day to day duties in the organization. If employees perform their duties efficiently and effectively, the organization performance is positive because it enhances its competitive edge. On the other hand, weak performance from employees leads to poor production and decline of income for individuals and consequently for the organization.

Studies carried out in several parts of the world have shown that organizational culture is a key determinant of employee performance. Organizational culture is regarded as a “social glue” that create a bond among employees, which makes them feel part of the organization thus making them perform their duties efficiently and effectively by bringing out in them, their best performance (Fakhar, 2005, p.981). Employees in organizations have different behaviors as

earlier stated. In order to have unity in an organization there is a need of policies, processes, rules and regulations that guide every employee to have sanity and order within the organization. These policies, processes, rules and regulations is what is mostly referred to as culture. Organizational culture varies globally.

Public Universities in Kenya are assets to the country. Universities as organizations foster economic growth, productivity and competitiveness of a country (Bloom, Canning & Chan, 2000). These forms of organizations were developed to curb challenges in the society. In Africa, some of these challenges include poverty, hunger, disease, illiteracy, unemployment, poor economic growth and low productivity. In Kenya, Public Universities have led to economic growth through carrying out research and training of students who become future employers and employees of other organizations in the country. These organizations however can fail to reach the expectations of their major stakeholders if they have poor or dysfunctional organizational culture. This study will investigate the organizational culture of Public Universities in Kenya and how they affect the performance of employees who are major assets to an organization.

### **1.2 Statement of the problem**

In reference to the historical background of Multimedia university, it is evident that a lot of transformation has taken place since its' inception as a training college in 1977. The staff have been handed over during the transformation into the university. With this handing over of staff, culture has also been handed over from one institution to another. Each of the institutions had their own way of doing things and therefore multimedia university has inherited a mix of cultures. Discussions held with staff of the university have clearly demonstrated this mix of cultures where they are often heard saying that during their time as a training college thing were done in a certain way and they wish to retain the same. This has created some discomfort among some staff in the university and the researcher believes that it is affecting performance. This study therefore seeks to assess the current organizational culture of Multimedia university of Kenya.

### **1.3 General Objective**

The general objective of this study was to assess the factors affecting organizational culture in public universities in Kenya using Multimedia university of Kenya as a case study.

#### **1.3.1 Specific Objectives**

The specific objectives of the study were;

- a) To assess the influence of teamwork on organizational culture in Multimedia university of Kenya

- b) To determine the effect of innovation on organizational culture in Multimedia university of Kenya
- c) To determine the effect of reward orientation on organizational culture in Multimedia university of Kenya
- d) To assess the effect of training and development on organizational culture in Multimedia university of Kenya

## **II. LITERATURE REVIEW**

### **2.1 Theoretical Literature Review**

#### **2.1.1 Durkheim's Theory of Culture**

This theory was developed by Durkheim (1890). According to this theory, an organization uses culture to influence its activities based on the goals and objectives set by the management of a firm. Culture is defined in this theory as a growing web of representations, which generally includes deep beliefs, values and symbolic systems. Symbols may include things like corporate logos, emblems, products and policies that make an organization unique. The theory argues that it is through the culture that an organization influences the tasks and achievement of organizational objectives. According to Zheng and McLean (2010), workers may divide themselves into subgroups, where they identify themselves with certain symbols, beliefs and values and collectively have a similar mission to achieve. This can be found in different employees, who are at different levels in an organization or who are professionals in certain areas. In an organization, employees at the same level may converge into one subgroup or at times associate themselves with other employees outside the organization with similar professions, levels and are identified with common symbols, beliefs and values. This affects the culture of an organization where certain professionals have a way of doing their duties as opposed to others. This may have a positive or negative impact to the organization's culture hence performance of employees.

#### **2.1.2 Dynamic Capabilities Theory**

Trice and Beyer (1993) maintain that dynamic capabilities enable organizations to build, mix and reconfigure their resources. This makes firms maintain a competitive edge in the face of changing business environments. In an organization, dynamic capabilities enable an organization to be able to quickly respond to change and deploy resources accordingly to achieve a desired outcome (Dosi, 2006). Agha and Alrubaiee (2012), assert that decidedly, competitive market, and core competence have arisen as the main notion for competitive strategy. They define core competence as knowledge that differentiates firms, from those that are performing and the non-performing ones. According to Johnson and Scholes (2003), core competences are robust and difficult to duplicate because they are related to management

strategies, linkages within the organization and connections in the supply and distribution chains (Zheng & McLean, 2010). Resources are inputs to an organization in the production process (Dosi, 2006). Resources may include human, financial, technological and physical. When an organization has unique and diverse resources the more the organization becomes competent as so are its employees. Resources should be used to strengthen an organization's position after conducting a Strength, Weakness, Opportunity, Threats (SWOT) analysis. Resources should be used to build on the strengths and remove the firm's weaknesses. Dynamic capabilities are important to an organization. Integration of different resources should be provided by an organization's culture. This would then offer the dimensions of a strong organizational culture, which would include teamwork, innovation and autonomy, where employees with these unique and diverse qualities are integrated into one strong human resource, therefore making an organization maintain a competitive advantage.

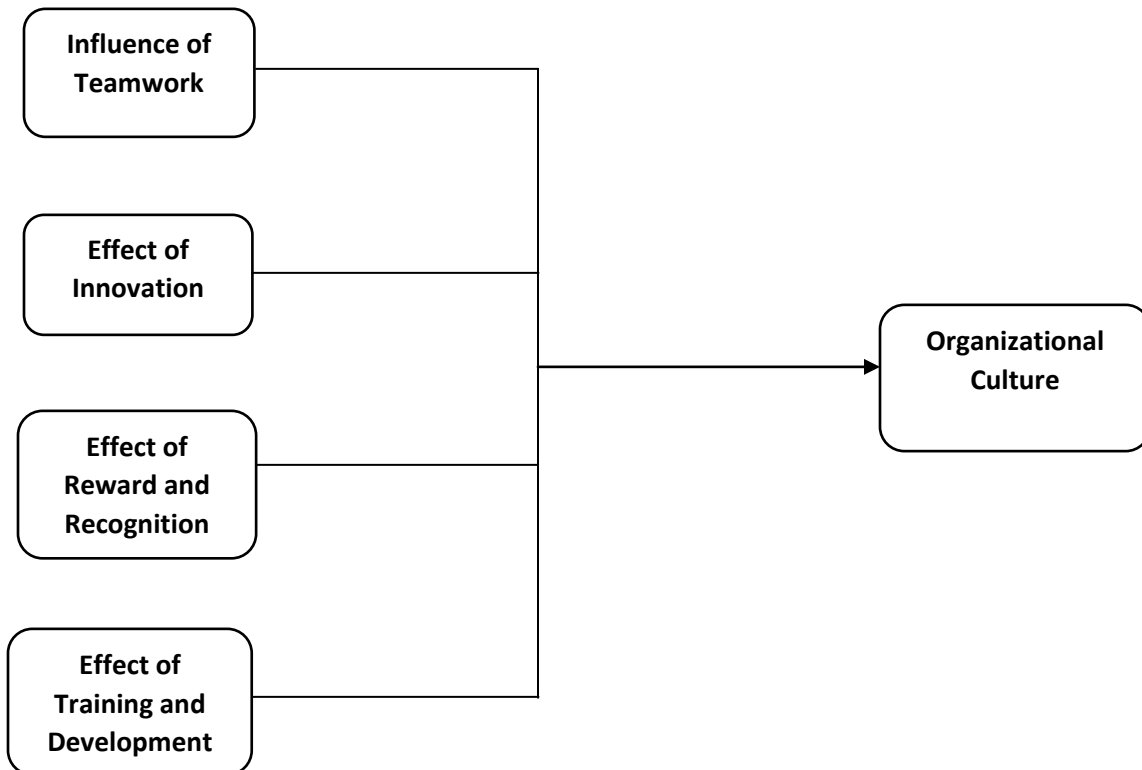
## **2.2 Empirical Literature Review**

Early organization behavior researchers (Pascale and Athos, 1981) found that there is a clear link between the performance of an organization and culture. According to Kotter and Heskett (1992), organizations with enhancing cultures grew in their total income by 65% between the years 1977 and 1988, when compared to firms that did not have an enhancing culture, which grew by 1%. This shows that organizational culture has had a huge impact as from the past Kotter (2012) maintains that organizational culture enhances the performance of an organization and offers employee job satisfaction. Magee (2002) asserts that organizational culture, is fundamentally connected to the practices of the organization and that the performance of an organization depends on its culture. Because of a difference in the culture of countries and organizations, it is difficult to come up with a single theory or model that can be used by different organizations because of the differences in organizational processes and structures (Hofstede, 1990).

Brown et al (1996) examined managers and revealed that teams can be more than the traditional corporate structure of quick and efficient decision making. He further maintains that teams are required for the restructuring and reengineering processes for the future. This shows that teamwork at the management level is important for the future success of a firm. Brown (1996) points out that activity like encouraging the input and feedbacks from employees make dramatic improvements in the success of an organization. Companies have to encourage teamwork in order to gain a competitive advantage because it is the foundation for new ideas. Teamwork is important because it reduces and breaks down pieces of work for everyone to take part. The backward development in organizations today can be attributed to inadequate teamwork among its workers, which at the end affects the individual and the performance of the organization.

Markova and Ford (2011) maintain that the success of a company resides on the will of employees to use their abilities, creativity and expertise in favor of the company's existence. It is the organization's duty to encourage and sustain these positive attributes, which can be done by having effective reward practices in place. Employees are the engine of organizational machinery while reward is the fuel. No organization can be able to achieve its goals and objectives without its employees. This clearly shows the importance of putting matters related to employees as having high priority.

### 2.3 Conceptual framework



## III. RESEARCH DESIGN AND METHODOLOGY

### 3.1 Research Design

The proposed research was the descriptive study. Nachmias and Nachmias (2007), reported that a descriptive survey is used to obtain information on the current status of a phenomena to

describe what exists with respect to variables in a situation, by asking individuals about their perceptions, attitudes, behavior, values or opinions. This can be done by use of a questionnaire or interviews. This study aimed to find out the effects of organizational culture on employee performance, hence the choice of descriptive research design for the study.

### **3.2 Target Population**

The target population for the study consisted of the 400 permanent and contract employees of Multimedia University of Kenya. The respondents included the top level and middle level managers, and employees from both the teaching and non-teaching categories.

### **3.3 Sample size and Sampling technique**

In this study, the population was 400 members of staff thirty percent of it was 120 which is the sample size used as respondents. Sampling was carried out through survey method involving administering structured investigative questionnaires to respondents. Stratified Random sampling technique was used to select the respondents through random sampling procedure from the different departments of the university. The choice of this technique ensured that all categories of staff were covered during

### **3.4 Instruments of Data Collection**

Structured questionnaire consisting of both Open-ended and closed questions was used as instrument for data collection. The questionnaire was based on the Likert scale ranging from 1-5 with questions related to the research objectives, results of which were subjected to statistical analysis.

### **3.5 Data Analysis and presentation**

The researcher inspected the collected questionnaires for completeness before coding and then analyze the findings using Statistical Package for the Social Science (SPSS, Version 16.0) in order to determine the relationship between organization culture and employee performance. Descriptive and inferential statistics, which included the mean, mode and standard deviation, were used to analyze variables while Pearson's correlation used to analyze the relationship between the independent variables and the dependent variable. Pearson's correlation is selected because it is less sensitive to outliers. Data collected and analyzed was presented using tables.

#### IV. RESEARCH FINDINGS AND DISCUSSIONS

##### 4.1 Influence of teamwork on organizational culture

The first objective of this study sought to establish the influence of teamwork on organizational culture at Multimedia University. Table 1 shows the results on this front.

**Table 1 influence of teamwork on organizational culture**

	SA		A		N		D		SD		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
The university encourages teamwork.	31	41.2%	26	31.5%	4	8.0%	10	13.2%	4	6.1%	2.80	.75
The university recognizes and encourages diversity.	1	0.3%	3	4.3%	14	19.2%	47	63.1%	10	13.7%	2.18	.87
Management involves employees in planning and setting objectives.	2	1.2%	4	5.3%	22	30.3%	32	43.2%	15	20.0%	2.17	.84
Teamwork contributes to an organization's success	31	41.2%	23	30.2%	11	14.1%	8	10.3%	3	4.2%	2.89	.83
Team working is part of the university's culture	44	51.3%	25	33.7%	3	5.7%	2	1.2%	4	8.0%	2.19	.72

From Table 1 it is evidently clear that majority 72.7% agreed with the assertion that the university encouraged teamwork. Further, 19.3% disagreed and 8.0% were undecided on the matter of competitive culture. This is an indication that by encouraging teamwork among employees, the organization would be in position to derive benefits of faster task completion enhancing greater performance. This result goes in tandem with reviewed literature with Foshan (2010) arguing that aggressive way of life is inevitable at the 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. Moreover, the study says that an employer judges an employee on the premise of his or her overall performance levels and consequently, teamwork culture forces employee to push each other to surpass their normal limit leading to high organizational performance. Further, Hazad (2015) asserted that one of the foremost advantages of teamwork lifestyle inside the place of work is that it can create surroundings in which employees push in every different corner to exceed their normal limits, that could result in expanded productivity, both at a man or woman level, and most of the entire workforce as a whole.

On whether the university recognized and encouraged diversity. Here, majority at 76.8% disagreed, 19.2% were neutral and 4.6% agreed. Therefore, this was an indication that the university was not good at the diversity culture. This is consistent with Gomez-Mejia (2008), who asserted that running in teams will continually be a terrific method to get things carried out, rather than getting a most effective single person; and there may be a set of human beings working together to attain a not unusual intention but that this was often hampered when the teams were diverse in terms of gender or ethnicity or nationality. A team with desirable diversity dynamics pushes every member to compete against himself to constantly enhance and contribute something better to the team. In any enterprise, the workplace will usually be full of diverse but gifted individuals with exceptional areas of knowledge and specialization but whose teamwork is hampered by an unregulated diversity element.

On whether management involved employees in planning and setting objectives; 63.2% disagreed, 30.3% were neutral and 6.5% agreed. The study implies that there is very minimal management involvement of staff in planning and setting objectives. This is supported variously by literature with Banham (2009) for instance demonstrates that the shortage of consideration by management in setting policy in a place of work can be damaging to an organization because it undermines powerful conversation from the various personnel, that's necessary for an enterprise to prosper and succeed particularly when they take resources into consideration. So long as aggressive subculture within the place of work is maintained wholesome, it is beneficial for the reducing of management concerns on wasted financial resources on labor that is often idle.

On whether teamwork contributes to an organization's success. The findings here showed that majority at 71.4% agreed, 14.5% disagreed and 14.1% were neutral. This implies that since this organization was found to support teamwork culture, it was considered a good idea that employees see teamwork culture more positively because the culture supports greater performance in the organization. In agreement to this result, Pfeffer and Hofstede (2010)

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expressed that the kind of healthful teamwork subculture that allows for meeting of deadlines helps ease management's concerns over wasted monetary resources. Furthermore, aggressive teamwork culture pushes personnel to meet deadlines and adhere to management requirements to avoid creating a negative effect, but one that considers and enhances confidence of management. Finally, team working is part of the university's culture, majority at 85.0% agreed, 9.2% disagreed and 5.7% were undecided. This implies that the staff appreciated the importance of teamwork.

**4.2 Influence of Innovation on organizational culture**

The second objective sought to establish the connection between innovation and organizational culture and the results are highlighted in Table 2

**Table 2 Influence of Innovation on organizational culture**

	SA		A		N		D		SD		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
The university encourages innovations.	36	48.2%	19	25.5%	10	13.2%	5	6.6%	4	6.5%	2.10	.76
Employees are rewarded when they come up with innovations.	3	3.9%	5	6.6%	10	13.2%	24	33.2%	32	43.1%	2.77	.77
Management did not allow employees to decide on methods to use to complete their work.	18	24.2%	26	36.2%	31	39.6%	0	0.0%	0	0.0%	2.99	.93
<b>Innovation is part of the university's culture</b>	<b>37</b>	<b>49.1%</b>	<b>15</b>	<b>20.0%</b>	<b>11</b>	<b>15.1%</b>	<b>7</b>	<b>9.2%</b>	<b>4</b>	<b>6.5%</b>	<b>2.19</b>	<b>.72</b>

Table 2 provides findings on whether the university encouraged innovations. On this, majority at 73.7% agreed, 13.1% disagreed and 13.2% were undecided. This is an indication that the culture of innovativeness element is regarded as a way in which individuals can be a strong force for change in a given organization. Thus, by empowering employees to make innovative decisions about a given change, the management has the opportunity to experience less resistance among the employees. And as Veiga, (2011) noted, the empowerment of individuals

to be innovative in any organization is necessary for the acquisition and implementation of a robust intrapreneurial culture that would boost performance.

On whether employees were rewarded when they came up with innovations, 76.3% disagreed, 13.2% were neutral and 10.5% agreed. This implies that despite empowering staff into an innovation mindset, the management of Multimedia University organization appears to have put in place no mechanism to address the rewarding of employees, thus supporting performance. This is a negative result that agrees with Heneman (2009) who noted that the key to unleashing that creative strength of an organization is to create a system of either intrinsic or extrinsic rewarding system to motivate the innovators. Dedication to people, a rewarding subculture based on the idea that every character may be a powerful force for exchange within the corporation and effective communication that is both collaborative and meaningful is important for organizational performance.

On whether management allowed employees to decide on methods to use to complete their work, 60.4% disagreed and 39.6% were undecided. This implies that innovativeness particularly occasioned by newer methods was a component that the university was not committed to. This innovation culture is necessary particularly in the wake of renewed teaching and productivity efforts. Research supports the assertion that when an organization is committed to innovativeness and experimentation, in the long run, the performance would increase inevitably (Banham, 2009; Ashforth, 2013).

Finally, when asked whether innovation was part of the university's culture, 69.1% agreed, 15.1% were undecided and 15.7% disagreed. This was an indication that innovation is what the university would like to achieve but that based on previous findings, they were not encouraging it with efficient action. Literature supports this as it has been argued that for the innovation-minded enterprise, its subculture begins from day one. To act innovatively, people have to sense empowerment to take the lead and create positive change. The culture is a mirrored image of the values the players bring into the organization. Innovation is important for an organizational mission due to the fact it loads the mechanism that institutionalizes the values of its founders. It helps them recognize how they need to deal with the clients, how they ought to treat every other, how they have to act by virtue of their jobs, and a way to typically healthy interactions and achieve success within the organization (Pfeffer & Hofstede, 2010).

#### **4.3 Influence of Reward Orientation on organizational culture**

The third objective sought to assess the link between reward orientation and organizational culture and the result is as highlighted on table 3

**Table 3 Reward Orientation and Organizational Culture**

	SA		A		N		D		SD		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
Employees are promoted based on performance.	9	12.2%	1	1.2%	21	28.3%	19	26.1%	24	32.2%	3.10	.96
Employees are appreciated at the university.	0	0.0%	15	20.0%	2	3.2%	28	36.3%	30	40.1%	2.76	.73
Employee efforts are recognized and rewarded at the university.	0	0.0%	3	4.9%	1	1.2%	50	67.2%	21	27.6%	1.11	.64
Reward and recognition is part of the university's organizational culture.	4	5.1%	1	1.241.0%	22	36.1%	17	21.2%	28	41.0%	2.14	.76

Based on results from Table 3 on whether employees were promoted based on performance, 58.3% disagreed, 28.3% were neutral and 13.4% agreed. The result therefore indicates that the management of the organization had no robust rewarding and recognition culture and whatever existed was not premised on performance. This also implies a somewhat bureaucratic system. Trice (2014) found that a regularized organizational 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; breaking tradition or does something besides what is asked of them. These sorts of associations that are run as a tight ship are not well suited and not representative and does not reward staff based on their performances.

On whether employees were appreciated at the university, 76.4% disagreed, 20.0% agreed and 3.2% were neutral. This implies that the rewarding and recognition culture that lend itself to a bureaucratic system had problems that then allowed for instances where the staff were not appreciated. Zike (2011) argued that an organization that lacks rewarding and recognition is unified with unbending and tight methods, approaches and requirements; and the organization responds with stringent controls and also a hesitance to adjust or change. Organizations are extremely lined out with a high level of convention in the way it works. Hierarchical outlines exist for each division, and everybody comprehends who is in control and what his obligations

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are for each circumstance. Choices are made through a composed procedure, and a strict summon and control structure is available consistently but that this does not work in the present organizational realities.

When asked whether employee efforts were recognized and rewarded at the university, 94.8% disagreed and 4.9% agreed. This is also agreed to in literature with Mayne (2009) arguing that managers together with staff are more inclined to the rewarding and recognition culture since that is the place they feel great, and change in the condition of standardizing society is seen as a risk to the soundness of the norm. however, management often times does not do the rewarding and recognition part to the detriment of the organizational culture.

On whether performance incentives were clearly linked to the goals and objectives of the university, 76.3% disagreed, 18.6% were neutral and 5.2% agreed. This again implies that the rewarding and recognition culture had problems that then allowed for instances where the staff did not benefit from their performances. Finally, when asked if, reward and recognition was part of the university's organizational culture, slightly less than half at 45.1% disagreed, 36.1% were undecided and 21.6% agreed. This implies that since people were not used to the rewarding and recognition culture, the staff felt left out. This again agrees with similar literature from Mayne (2009) that argues that managers together with staffs who are not inclined to the rewarding and recognition culture feel insecure in their works and this works to the detriment of organizational culture. It should be noted that all the variables and results here are reliable based on the significant difference between the mean and standard deviation results.

**4.4 Influence of Training and Development on organizational culture**

The fourth objective sought to assess the influence of training and development on organizational culture and the result is as expressed in Table 4

**Table 4 Training and Development**

	SA		A		N		D		SD		Mean	StD
	F	%	F	%	F	%	F	%	F	%		
Training and development is given priority in the university.	31	41.2%	26	31.5%	5	8.0%	10	13.2%	4	6.1%	2.60	.71

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I believe that training is important to an employee.	10	13.7%	47	63.1%	14	19.2%	3	4.3%	1	0.3%	2.08	.77
Training is part of the university's organizational culture	15	20.0%	33	43.2%	22	30.3%	4	5.3%	2	1.2%	2.87	1.84

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From Table 4 it is evidently clear that majority 72.7% agreed with the assertion that training and development was given priority in the university. Further, 19.3% disagreed and 8.0% were undecided on the matter. This is an indication that by encouraging training and development among employees, the organization would be in a position to derive benefits of faster task completion enhancing greater performance. This result goes in tandem with reviewed literature with Foshan (2010) arguing that the training and development way of life is inevitable at the place of business. Each employee is making an attempt to get work done in a better way so as to get better work done. An employer appreciates an employee who performs well or alternatively excellently. Moreover, the study says that an employer judges an employee on the premise of his or her overall performance levels and consequently, training and development culture forces employee to push each other to surpass their normal limit leading to high performance.

On whether the staff believed that training was important to them, majority at 76.8% agreed, 19.2% were neutral and 4.6% disagreed. Therefore, this was an indication that employees were likely to work better in a situation where culture of training is supported. This is consistent with Gomez-Mejia (2008), who asserted that training teams will continually be a terrific method to get things carried out; and there may be a set of human beings working together to attain a not unusual intention. A team with training dynamics pushes every member to compete against himself to constantly enhance and contribute something better to the team. In any enterprise, the workplace will usually be full of gifted individuals with exceptional areas of knowledge and specialization but whose teamwork is hampered by an unregulated training culture.

Finally, on whether training was part of the university's organizational culture; 63.2% agreed, 30.3% were neutral and 6.5% were undecided. The study implies that there is very high regard for training in the university. This is supported variously by literature with Banham (2009) for instance demonstrates that the training consideration in a place of work can be helpful to an organization because it underscores powerful conversation from the various personnel, that's necessary for an enterprise to prosper and succeed particularly when they take training into consideration.

## V. CONCLUSION AND RECOMMENDATIONS

Based on the objectives and findings of the study, the conclusions are as follows; Based on the first objective, it is evidently clear that the university encouraged teamwork but the university had not recognized and encouraged diversity. Further, the university management did not involve employees in planning and setting objectives inasmuch as teamwork contributed to the university's success. It can thus be concluded that ineffective teamwork and inconsiderate diversity efforts had a negative influence on organizational culture at Multimedia University. Based on the second objective, the university encouraged innovations but employees were not rewarded when they came up with innovations. Also, the university management did not appreciate employees who came up with new ideas, which did not work. The management did not allow employees to decide on methods to use to complete their work inasmuch as innovation was part of the university's culture. It can thus be concluded that lack of significant innovative culture had a negative influence on organizational culture at Multimedia University. Based on the third objective; employees were promoted but not based on performance, they were significantly not appreciated at the university and their efforts were not recognized and rewarded at the university. Finally, performance incentives were not clearly linked to the goals and objectives of the university. It can thus be concluded that lack of rewarding and recognition had a negative influence on organizational culture at Multimedia University. Based on the fourth objective, it is evidently clear that training and development was given priority in the university. Also, the staff believed that training was important to them and training was part of the university's organizational culture. It can thus be concluded that effective training and development had a positive influence on organizational culture at Multimedia University.

Consequently, based on the objectives and conclusions, this study recommends; The management of Multimedia University should devise a workable plan to encourage and promote teamwork among staff. this, they can do by stipulating certain important tasks as teamwork based and hence teamwork remunerated. The staff themselves should proactively use teamwork as a means to boost morale and improve organizational culture for better performance and job satisfaction. The management of Multimedia University should embrace innovativeness and encourage staff to proactively be innovative in their work. the use of technology as a sure means of catalyzing innovation should be fully adopted in all the spheres of the university.

The management of Multimedia University should use both intrinsic and extrinsic rewarding systems to performing staff and those with innovative ideas and projects. the management should create an environment where no one is scared or victimized for being different and creatively innovative as this will build the organizational culture of the university. The management of Multimedia University should continue putting emphasis on training and

development. The training and development practice should be tied to employee performance appraisals and promotion endeavors. The staff themselves should also seek additional professional training to boost workmanship and organizational culture. Also, the government of Kenya through the Ministry of Education should enact policy, where unavailable, and revise policy, where loopholes exist, that would safeguard the training, promotion and human resource policy of staff to improve organizational culture and performance of universities.

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