THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN KENYA'S CIVIL SERVICE: A CASE OF THE MINISTRY OF WATER AND IRRIGATION

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ABSTRACT

The overall objective of this study was to examine the effect of organizational culture of the Ministry of Water and Irrigation (State Department of Water) on employee performance. The study examined the relationship between organizational culture and performance in Kenya's Civil Service. Its specific objectives were to ascertain how organizational values, communication, reward system and mission influenced work performance. The scope of the study was limited to the Ministry of Water and Irrigation (State Department of Water). The target population was the 797 employees of the Ministry of Water and Irrigation (State Department of Water) as contained in the Ministry's Human Resource Department's Records. In this target population a sample of 80 employees was drawn by stratified random sampling technique. The researcher used both primary and secondary sources to conduct the research. Data was collected using structured questionnaires and analyzed using descriptive statistics such as percentages, frequencies and measures of central tendencies through the SPSS computer package. The findings revealed that organizational values, organizational communication, reward systems and mission affected performance positively. The study recommended that the civil service should have policies that encompass these variables as they were found to influence performance of the organization positively.

Keywords: Organizational Values, Communication, Reward System, Mission, Performance

INTRODUCTION

One of the many responsibilities confronting leaders is the creation and maintenance of organizational characteristics that reward and encourage collective efforts. The organizational culture stands out as one of the components that are important to sustaining performance, and competitive advantage. The reason for ethical failure in many organizations is the fact that while leaders view culture as a powerful tool that can create and sustain performance, only a few give it the attention it deserves. The cause of ethical failure in many organizations can be traced to the failure of leadership to actively promote ethical ideals and practices. The culture of an organization affects the way in which people behave and has to be taken into account as a contingency factor in any program for developing organizations and HR policies and practices. This is why it is important for HR specialists to understand the concept of organizational culture, how it affects organizations and how it can be managed. Organizational culture can be described in terms of values, norms, artefacts and management style, (Armstrong, 2010). Schein (2004) defines organizational culture as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way they perceive, think, and feel in relation to those problems. Organizational culture is essentially the sum total of the attitudes, behaviors, beliefs, and traditions of an organization. It encompasses the collective goals of a company and the standards of expected behavior in achieving those goals. And it describes the environment and manner in which employees interact with each other and the market. It is everything that people have, think, and do as members of their society. It is the basic criteria of social behavior and integrated action. Organizational cultures represent the character of an organization, which directs its employees' day-to-day working relationships and guides them on how to behave and communicate within the organization, as well as guiding how the organization hierarchy is built (Ribiere and Sitar, 2003). Shu-Mei Tseng, (2010) states that organizational culture defines the way employees complete tasks and interact with each other in an organization. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Corporate culture binds the workforce together and provides a direction for the company. In times of change, the biggest challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things. Deshpande and Farley (1999) studied the relationship between corporate culture and market orientation in Indian and Japanese firms. According to Despande and Farley there were four types of corporate culture: competitive culture, entrepreneurial culture, bureaucratic culture, and consensual culture. In the competitive culture, values relating to demanding goals, competitive advantage, marketing superiority, and profits were emphasized. In the entrepreneurial culture, the emphasis was on innovation, risk taking, high levels of dynamism, and creativity. In the bureaucratic culture, values like formalization, rules, standard operating procedures, and hierarchical coordination. The long-term concern of this culture was predictability, efficiency and stability. In the consensual culture, elements of tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influence are important in the organizational values. The results showed that the most successful Indian firms had entrepreneurial culture, while the Japanese firms had entrepreneurial and competitive cultures. The consensual culture was also prevalent among the Japanese firms in that study. They also

found that entrepreneurial culture is a more important predictor of good performance for Indian firms, while the competitive culture is more important for the Japanese firms. The results of their study also showed that entrepreneurial and competitive cultures perform better than consensual and bureaucratic cultures. The latter were more inward looking and closed than the former, which is more innovative and risk taker.

Locally, a study by Onyambu (2002), on Organizational culture change at Kenya Power And Lighting Company Limited, identified that the cultural perspective adopted by KPLC was integration perspective, which conceptualizes cultural change as organization-wide transformation that achieves unified homogeneity and interpretation of shared values. The finding shows that there were several challenges experienced during the implementation of organizational culture change. The challenges included: resistance to cultural change; high expectation from stakeholders; difficulties of developing change agents or ambassadors with desired qualities; limitations of human resources policy that promote desired traits that suitable for cultural change; and communication gaps.

The Civil Service in Kenya refers to government Ministry's and Departments directly under them. It excludes those government bodies which although fall under the umbrella of the government Ministries, are however autonomous in their operations and staff recruitment and management. The Civil Service employees are employed by the Public Service Commission of Kenya and deployed to the various Ministries and Departments. The Civil Service is charged with the provision of services such as Health Services, Education, Immigration, Legal Services, Registration Services, and Security among others to individuals and other institutions thus facilitating the smooth running of the country.

The Ministry of Water and Irrigation is one of the Ministries that form the Civil Service in Kenya. It is established by Executive Order No. 2/2013 of May 2013 and mandated to undertake protection, conservation and development of environment and natural resources for sustainable development. It is headed by a Cabinet Secretary and this mandate and function are executed by two state departments namely Water, and the State Department of Irrigation each headed by a Principal Secretary. The State Department of Water is mandated to give policy management on water resources in the country. According to existing Human Resource Management records, the department has a staff establishment of 893 employees stationed at the headquarters at Maji House, in Nairobi and in various counties. This workforce consists of Water Engineers who are the technical staff at the ministry and those who offer support services such as Accountants, Human Resource Officers, ICT officers among others. To facilitate efficient and effective operation and service delivery to the Public the department requires a competent and highly motivated workforce, (GoK, 2014).

Statement of the Problem

The background information reveals that the concept of organizational culture has been recognized by the contemporary management, scholars and practicing managers as a powerful tool influencing performance of an organization. While many culture researchers have devoted numerous articles to the nature and definitions of culture, relatively fewer articles have contributed towards the type of culture and employee performance. Researchers have also failed to come up with a widely accepted causal relationship between organizational culture and performance. The empirical evidences emerging from various studies about the influence of organizational culture on performance have so far yielded results that are

mixed and contradictory (Gavrea and Ilies, 2001). Thus there is need for a comprehensive and conclusive study on this relationship.

Additionally, while the Kenyan government does acknowledge that over the years the civil service has been confronted with various challenges, especially in the management of public resources which has hindered the realization of sustainable economic growth, (GoK, 2006); very little attention has been given to the influence of organizational culture on employee performance in the Civil Service in the Kenya. The Ministry of Water and Irrigation (State Department of Water), like many other Ministries has numerous cases of poor service delivery as reflected in the fact that access to water in Kenya is still below average with recent official estimates of access to water from the Government of Kenya putting water supply coverage at only 42% and sanitation coverage at 31 % in 2006 (urban and rural areas combined), (AMCOW, 2011).

Objectives of the Study

The overall objective of this study was to examine the influence of organizational culture on employee performance at Ministry of Water and Irrigation (State Department of Water). Specifically the research sought to:

- Establish the effect of organizational values on performance
- Ascertain the influence organizational communication on performance
- Assess how reward systems influence performance
- Determine how mission affects performance

LITERATURE REVIEW

Theoretical Review

Several empirical studies have supported the positive link between culture and performance.

According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Magee (2002) contends that without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other. Organizational success or failure can be predicted by observing organizational culture because well-managed organizational culture causes the success of organization (Oparanma, 2010). A research done by Aftab (2012) on the Relationship between Organizational Culture and the Employee's Role Based Performance highlighted the impact of organizational culture on role based performance of the employees. It also heightened the importance of the strong organizational culture that affects the employee performance.

Denison and Mishra(1995) tested the four cultural traits culture model by means of two studies; a qualitative case study of five firms to determine traits linked to organizational effectiveness and; a quantitative study that measured CEO's perception of these four traits in 764 United States organizations and related these traits to subjective and objective measure of organizational effectiveness. The results of these two studies suggest that culture may indeed have an impact on effectiveness. Each of the four cultural traits showed significant positive association with a wide range of both subjective and objective measures of organizational effectiveness, as well as interpretable linkages between specific traits and

specific criteria of effectiveness. Fey and Denison (2003) indicates that consistency and adaptability were found to be the prime drivers of effectiveness for Russian firms struggling in a transition economy, but for firms in the US, the mission trait appears to be the strongest determinant of effectiveness. These findings help support one of the basic premises of many culture researchers: that the cultures of organizations have an important influence on effectiveness.

Theories of Organizational culture

According to Armstrong, (2010) Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. Armstrong, (2010), further states that organizational culture can be described in terms of values, norms, artefacts and management style. Values are beliefs in what is best or good for the organization and what should or ought to happen. Norms are the unwritten rules of behavior, the rules of the game that provide informal guidelines on how to behave. Norms tell people what they are supposed to be doing, saying, believing, and even wearing. Artefacts are the visible and tangible aspects of an organization that people hear, see or feel and which contributes to their understanding of the organization's culture. They can include such things as the working environment, the tone and language used in e-mails, letters or memoranda, the manner in which people address each other at meetings, in e-mails or over the telephone, the welcome (or lack of it) given to visitors and the way in which telephonists deal with outside calls. Management style is the approach managers use to deal with people.

Scheins model of organizational culture

According the Schein, organizational culture is the learned result of group experiences, and it is to a large extent unconscious (Schein, 2004). Schein considers culture to be a three-layer phenomenon. The first level of culture consists of visible organizational processes and various artefacts. For example, dress codes and general tidiness of the workplace are artefacts that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, because it represents the most superficial cultural phenomena that are only reflections of the true corporate culture. For example, behavior which is a cultural artefact is also influenced by countless factors other than a company's culture. The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophy. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions, (Schein, 2004). Underlying assumptions relate to the group's learned solutions to problems relating to external adaptation and internal integration. These solutions gradually become self-evident assumptions that cannot be called into question later. Problems related to external adaptation concern views of an organization's tasks and objectives as well as the means to implement and assess them. A solution has to be found for them so that the organization can function and succeed in its environment. Problems related to internal integration and to maintaining operating capacity concern the creation of a common language and concepts, defining group limits, the level of authority relationships and interaction, as well as methods of reward and punishment. A solution has to be found for these so that members of the organization can function together in an organized and predictable working community.
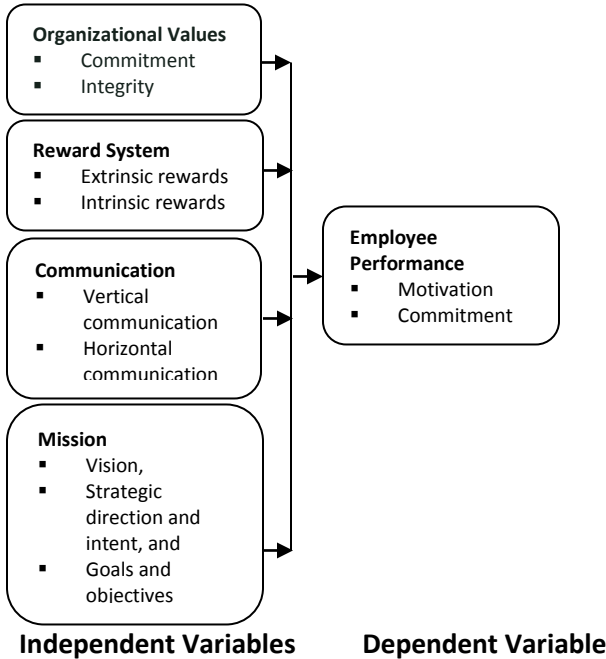
Denison's model of organizational culture

Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance, (Denison, 2000). Involvement means that effective organizations empower their people, build their organizations around teams, and develop human capability at all levels. Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization, (Denison, 2000). Consistency dictates that organizations also tend to be effective because they have strong cultures that are highly consistent, well coordinated, and well integrated. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity, (Denison, 2000). Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change. They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers, (Denison, 2000). Mission: Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future. When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture, (Denison, 2000).

Charles Handy's Model of Organizational Culture

According to Handy, C. (1993), there are four types of culture which the organizations follow. Power culture exists in some organizations where the power remains in the hands of only few people and only they are authorized to take decisions. They are the ones who enjoy special privileges at the workplace. They are the most important people at the workplace and are the major decision makers. These individuals further delegate responsibilities to the other employees. In such a culture the subordinates have no option but to strictly follow their superior's instructions. The employees do not have the liberty to express their views or share their ideas on an open forum and have to follow what their superior says. The managers in such a type of culture sometimes can be partial to someone or the other leading to major unrest among others. Task Culture is where teams are formed to achieve the targets or solve critical problems. In such organizations individuals with common interests and specializations come together to form a team. There are generally four to five members in each team. In such a culture every team member has to contribute equally and accomplish tasks in the most innovative way. Handy, C. (1993) states that Person Culture exists where the employees feel that they are more important than their organization. Individuals are more concerned about their own self rather than the organization. The organization in such a culture takes a back seat and eventually suffers. Employees just come to the office for the sake of money and never get attached to it. They are seldom loyal towards the management and never decide in favor of the organization. One should always remember that organization comes first and everything else later. Role culture is where every employee is delegated roles and responsibilities according to his specialization, educational qualification and interest to extract the best out of him. In such a culture employees decide what best they can do and willingly accept the challenge. Every individual is accountable for

something or the other and has to take ownership of the work assigned to him. Power comes with responsibility in such a work culture.

Conceptual Framework

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┌─────────────────────────┐
│ Organizational Values   │
│  ▪ Commitment           │───┐
│  ▪ Integrity            │   │
└─────────────────────────┘   │
┌─────────────────────────┐   │
│ Reward System           │   │    ┌──────────────────┐
│  ▪ Extrinsic rewards    │───┤    │ Employee         │
│  ▪ Intrinsic rewards    │   │    │ Performance      │
└─────────────────────────┘   ├───▶│  ▪ Motivation    │
┌─────────────────────────┐   │    │  ▪ Commitment    │
│ Communication           │   │    └──────────────────┘
│  ▪ Vertical             │───┤
│    communication        │   │
│  ▪ Horizontal           │   │
│    communication        │   │
└─────────────────────────┘   │
┌─────────────────────────┐   │
│ Mission                 │   │
│  ▪ Vision,              │   │
│  ▪ Strategic            │───┘
│    direction and        │
│    intent, and          │
│  ▪ Goals and            │
│    objectives           │
└─────────────────────────┘
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Independent Variables   **Dependent Variable**

Figure 1: *Conceptual Framework*

Organizational Values

According to Armstrong, (2010) values are beliefs in what is best or good for the organization and what should or ought to happen. The stronger the values the more they will influence behavior. This does not depend upon their having been articulated. Implicit values that are deeply embedded in the culture of an organization and are reinforced by the behavior of management can be highly influential, while espoused values that are idealistic and are not reflected in managerial behavior may have little or no effect. He further states that values can be expressed in the following areas, care and consideration for people, competence, competitiveness, customer service, innovation, performance, quality and teamwork. Organizational values are values that are being pushed forward by the management and have proven itself as a good

foundation for development of organization. Organizational values are intended to inspire employees with creative energy that will push organization forward towards desired goals. They are what people within organization think is good for organization, what needs to happen within organization and what might be needed within organization in the future. Organizational values reflect the mission and strategic goals of the organization. Organizations use organizational values to inspire their employees as well as their customers. According to Sawhney, (2002), corporations must see values as the foundation upon which the edifice of value creation must rest. Values must be embedded in the organization to provide a platform for common purpose and promote an understanding of a company's strategic mission. Values must be at the core of business engagements and be transparent in day-today operations. They must be aligned with customer expectations of an organization operating in a trusted relationship and should be company-defined, and customer-defined. Peat (2003) argued that companies which are most successful over the long term are those which incorporate their cultural values at the core of their everyday business operations, and those who emphasized on both the business values that underpin a company's culture and the business value position offered to customers and stakeholders. Companies that establish and communicate positive corporate values can experience a significant reduction in counterproductive behavior. On the other hand, companies that concentrate on the physical aspect of their being, and ignore their emotional, mental and spiritual needs can hardly survive. Some of the values adopted by most organizations include Customer Focus, Organizational Pride, Mutual Respect and Trust, Initiative and Speed and Total Quality.

Reward System

Reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. HR managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees, (Maund, 2001). Rewards should be used as a way of strengthening good behavior among employees as well as productivity. Rewarding should not only be applied to individual employees within the organization but also to teams that perform excellently. Incentives given for good behavior usually improve the relationship between the employees and management because employees feel that they are being appreciated for their efforts and good work. This leads to increased employee morale, better customer care as well as increased productivity. For rewards to be effective, they have to be seen as fair. This means there has to be openness with respect to information about how the reward system operates and how employees will be rewarded. Employees should also be involved in designing the reward system and its administration. Every organization's reward system should focus on these major areas; compensation, benefits, recognition and appreciation (Sarvadi, 2010). Ahmed & Ali (2008) carried out a research on the impact of reward and recognition programs on employee motivation and satisfaction. Analysis showed support for a positive relationship between reward and employee satisfaction. Luthans (2000) highlights two types of rewards which are financial (extrinsic) and non-financial (intrinsic) reward and both can be utilized positively to enhance employees performance. Financial rewards means pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts. Non financial rewards are non monetary/non

cash and it is a social recognition, praise and genuine appreciation. Mendonca, (2002) sees reward and compensation system that is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive. Guest, (2002) is of the opinion that reward is one of the keys that motivate employees to perform as expected. The importance of motivated employees cannot be highlighted enough in an organizational context. Motivated employees are more productive, more efficient and more willing to work towards organizational goals than the employees who are experiencing low levels of motivation. The highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well accomplishment of its goals

Organizational Communication

Managers and researchers have long agreed that communication processes are a major factor in organizational success. There is strong evidence that different aspects of effective management communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures, are positively related to employees' performance. Employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, to increase their organizational identification and enhance their performance, and to contribute to organizational productivity (Chuang, & Hsieh, 2009). Employees who report positive and open communication with managers are also better able to cope with major organizational changes, such as layoffs and mergers, report higher organizational identification, and deal

more effectively with job stressors (Tepper, Moss, Lockhart, & Carr, 2007). Changes confronting organizations and the associated changes in organizational forms have made organizational communication increasingly important to overall organizational functioning. Communication is said to be the foundation for sound management, communication helps greater coordination and interaction among workers, good communication helps in motivating the workers, and in establishing links between different hierarchies and functions of management, it clears confusion, misunderstanding and delays in administration, it helps in achieving maximum productivity with minimum cost, it helps in building genuine human relation. Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations (Von Krogh et al. 2000). According to ACAS (2014), employee communications is essentially about involving and developing people in an organization. Whatever the size of an organization, and regardless of whether it is unionized or non-unionized, employees will only be able to perform at their best if they know their duties, obligations and rights and have an opportunity of making their views known to management on issues that affect them. With the trend towards flatter management structures and the devolvement of responsibilities to individuals, it is increasingly important that employees have a real understanding not only of what they are required to do but why. Good communications is central to the management process and assume critical importance when dealing with changes in working practices and procedures. All managers need to communicate with employees in order to be effective but they also need to exchange information with other managers which necessitates lateral or interdepartmental communications. Failure to recognize this need may result in inconsistency of approach or application.

Good communications involve everyone in an organization, but, to be effective, they need to be well organized and take place in a systematic way. This is best ensured by having a communications policy. Senior management should take the initiative in drawing up such a policy but it is important that employees are fully involved in the process. Where recognized trade unions exist, management should aim to get their agreement to the policy before it is introduced. A communications and consultation policy is a particularly effective way of setting out the attitude of the organization, defining the responsibilities of those involved in the process and setting out the means of communications and consultation that will be used, (ACAS, 2014).

Mission
Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives. They express the vision of how the organizations will look in the future. When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture. When strategic direction, intent and vision are higher than goals and objectives, this indicates that the organization may have a difficult time executing or operationalizing its mission. When goals and objectives are higher than strategic direction, intent and vision, this often indicates that the organization is good at execution but lacks a real sense of direction, purpose or long-range planning. The focus is usually a short term, bottom-line focus with little forward planning, (Mariama Z et al, 2013). According to Denison, (2000), mission is one of the main cultural traits and successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future. When an organization's underlying mission changes, changes also occur in other aspects of the

organization's culture. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long-term commitment to the organization. In the model, this trait is measured by three indexes, strategic direction and intent, goals and objectives and vision. Strategic Direction and Intent refers to the availability of clear strategic intentions that convey the organizations purpose and make it clear how everyone can contribute and make their mark on the industry. Goals and Objectives should be clear and linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Vision involves the organization having a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organizations people, while providing guidance and direction. Vision can be positive as well as negative (Rafferty & Griffin, 2004). Negative vision is the one that is short term, divert people energy into wrong direction, and carries some threatening messages. Negative vision indeed limits organizational potential and can create a state of disillusion and distrust rather than inspiring and motivating people. Positive vision also called salient vision on the other hand enhances organizational performance and impacts venture growth positively through its various attribute. In a research, Kantabutra and Avery (2010) identified conciseness, clarity, abstractness, challenge, future orientation, stability, and desirability or the ability to inspire, as powerful elements of a strong or salient vision positively impacting customer and employees satisfaction. They further asserted that a strong vision is the one which is well communicated, aligned with organizational processes and systems, empowers others, and motivates people.

RESEARCH DESIGN

The study adopted a descriptive research design. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group, (Kothari, 2004). The study focused on the Ministry of Water and Irrigation (State Department of Water). The target population was 797 employees based in Nairobi who included management level, supervisory level and operations and support level. The study used questionnaires to collect primary data. The questionnaires were distributed to the respondents by the researcher and collected after completion. The study used primary and secondary data through questionnaires distributed by the researcher.

RESULTS AND DISCUSSION

Descriptive Statistics

Sekaran (2006) observes that descriptive statistics are important because they enable presentation of data in a meaningful way, and consequently allow for a simpler interpretation of the data. Descriptive statistics were generated from the data and tables were presented and discussed in sections that follow.

Descriptive Statistics for Organizational Values

The study sought to find the descriptive statistics for Organization Values. From the findings summarized in Table 1, 55.7% of the respondents agreed that values were constantly communicated, 61.4% agreed that everyone was familiar with the organizational values, 50.0% strongly agreed that values enhanced employee job satisfaction, while 28.6% agreed that values improved their overall performance.

Table 1: Descriptive Statistics for Organizational Values

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Values are constantly communicated	1.4%	8.6%	8.6%	55.7%	25.7%
Everyone is familiar with the organizational values	1.4%	0.0%	2.9%	61.4%	34.3%
Values enhance employee job satisfaction	2.9%	1.4%	7.1%	38.6%	50.0%
Values improves our overall performance	8.6%	25.7%	22.9%	28.6%	14.3%

From the findings, it was clear that organizational values were key to the overall performance of the organization. The findings of this study confirmed those of Peat (2003) who argued that companies which are most successful over the long term are those which incorporate their cultural values at the core of their everyday business operations, and those who emphasized on both the business values that underpin a company's culture and the business value position offered to customers and stakeholders, as well as those of Sawhney, (2002) who emphasized that corporations must see values as the foundation upon which the edifice of value creation must rest.

Descriptive Statistics for Organizational Communication

The study generated a descriptive statistics table for Organizational Communication and presented the results in Table 2. From the table, 54.3% agreed that Organizational Communication improveds the quality of their services, 52.9% strongly agreed that it allowed for team working, 62.9% strongly agreed that it enhanced employee job satisfaction, and 50.0% agreed that it improved their overall performance.

Table 2: Descriptive Statistics for Organizational Communication

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Improve the quality of our services	0.0%	0.0%	0.0%	54.3%	45.7%
Allows for team working	0.0%	0.0%	5.7%	41.4%	52.9%
Enhance employee job satisfaction	0.0%	0.0%	0.0%	37.1%	62.9%
Improves our overall performance	0.0%	0.0%	7.1%	50.0%	42.9%

The findings revealed that organizational communication had key role in organizational performance. In a similar study, Chuang and Hsieh (2009) found that employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, to increase their organizational identification and enhance their performance, and

to contribute to organizational productivity. In a similar finding, Von Krogh *et al.* (2000) observed that changes confronting organizations and the associated changes in organizational forms have made organizational communication increasingly important to overall organizational functioning.

Descriptive Statistics for Reward Systems

Table 3: Descriptive Statistics for Reward Systems

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Is open and fair	0.0%	7.1%	5.7%	47.1%	40.0%
Is performance based	0.0%	4.3%	7.1%	50.0%	38.6%
Enhance employee motivation	0.0%	2.9%	7.1%	44.3%	45.7%
Improves our overall performance	1.4%	7.1%	12.9%	47.1%	31.4%

From the findings a majority of the respondents were in agreement that reward systems were very important for the overall performance of the organization. In a similar study, Ahmed & Ali (2008) carried out a research on the impact of reward and recognition programs on employee motivation and satisfaction. Their findings showed support for a positive relationship between reward and employee satisfaction. Further, Sarvadi (2010) noted that every organization's reward system should focus on these major areas; compensation, benefits, recognition and appreciation. Mendonca, (2002) added that reward and compensation system is based on the expectancy theory, which suggests that employees are more likely to be motivated to

The study generated descriptive statistics for Reward Systems that were summarized in Table 3. From the table, a majority (47.1%) agreed that the for Reward System was open and fair, 50.0% agreed that it was performance based, 45.7% strongly agreed that it enhanced employee motivation, while 47.1% agreed that it improved their overall performance.

perform when they perceive there is a strong link between their performance and the reward they receive.

Descriptive Statistics for Mission

The study sought to find the descriptive statistics for Mission. From the results presented in Table 4, a majority (57.1%) agreed that it was clearly communicated and understood, 42.9% agreed that it created excitement and motivation for employees, 47.1% agreed that it had a long term purpose and direction, and 41.4% agreed that it improved their overall performance.

Table 1: Descriptive Statistics for Mission

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Is clearly communicated and understood	2.9%	2.9%	4.3%	57.1%	32.9%
Creates excitement and motivation for employees	1.4%	4.3%	27.1%	42.9%	24.3%

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Has a long term purpose and direction	1.4%	2.9%	24.3%	47.1%	24.3%
Improves our overall performance	1.4%	7.1%	25.7%	41.4%	24.3%

The findings indicate that the mission of the organization also significantly contributed to the success of that organization. In a similar research, Kantabutra and Avery (2010) asserted that a strong vision is the one which is well communicated, aligned with organizational processes and systems, empowers others, and motivates people and further identified mission as positively impacting customer and employees satisfaction. Mariama *et al.* (2013), opined that successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives.

Descriptive Statistics for Performance

The study sought to determine the descriptive statistics for Performance. The results were summarized and tabulated in Table 5. From the table, 52.9% agreed that the performance was flexible and adaptable to change, 52.9% agreed that it allows for employee involvement and participation, 45.7% agreed that it encourages innovation and creativity, while 51.4% agreed that it improves their overall performance.

Table 5: Descriptive Statistics for Performance

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Is flexible and adaptable to change	0.0%	0.0%	20.0%	52.9%	27.1%
Allows for employee involvement and participation	0.0%	1.4%	25.7%	52.9%	20.0%
Encourages innovation and creativity	0.0%	0.0%	14.3%	40.0%	45.7%
Improves our overall performance	0.0%	0.0%	18.6%	51.4%	30.0%

FINDINGS AND RECOMMENDATIONS

In the first objective, the study sought to establish the effect of organizational values on performance. From the findings, 55.7% of the respondents agreed that values were constantly communicated, 61.4% agreed that everyone was familiar with the organizational values, 50.0% strongly agreed that values enhanced employee job satisfaction, while 28.6% agreed that values improved their overall performance.

In the second objective, the study sought to ascertain the influence of organizational communication on performance. From the results, 54.3% agreed that Organizational Communication improves the quality of their services, 52.9% strongly agreed that it allowed for team working, 62.9% strongly agreed that it enhanced employee job satisfaction, and 50.0% agreed that it improved their overall performance.

In the third objective, the study sought to assess how reward systems influence performance. From the findings, a majority (47.1%) agreed that the for

reward system was open and fair, 50.0% agreed that it was performance based, 45.7% strongly agreed that it enhanced employee motivation, while 47.1% agreed that it improved their overall performance.

In the fourth objective, the study sought to determine how mission affected performance. From the results, a majority (57.1%) agreed that it was clearly communicated and understood, 42.9% agreed that it created excitement and motivation for employees, 47.1% agreed that it had a long term purpose and direction, and 41.4% agreed that it improved their overall performance.

Conclusions of the Study

In the first objective, the study sought to establish the effect of organizational values on performance. From the findings, the study concluded that organizational values were key to the overall performance of the organization. The findings of this study confirmed those of Peat (2003) who argued that companies which are most successful over the long term are those which incorporate their cultural values at the core of their everyday business operations, and those who emphasized on both the business values that underpin a company's culture and the business value position offered to customers and stakeholders, as well as those of Sawhney, (2002) who emphasized that corporations must see values as the foundation upon which the edifice of value creation must rest.

In the second objective, the researcher sought to ascertain the influence of organizational communication on performance. The study concluded that organizational communication has key role in organizational performance. The conclusion of this study was similar to that of Chuang and Hsieh (2009) who found that employees who have open lines of communication with managers are more likely to build effective

work relationships with those managers, to increase their organizational identification and enhance their performance, and to contribute to organizational productivity. Also, in a similar finding Von Krogh *et al.* (2000) observed that changes confronting organizations and the associated changes in organizational forms have made organizational communication increasingly important to overall organizational functioning.

In the third objective, the researcher sought to assess how reward systems influenced performance. From the findings the study concluded that reward systems were very important for the overall performance of the organization. Ahmed & Ali (2008) carried out a similar research on the impact of reward and recognition programs on employee motivation and satisfaction. Their findings showed support for a positive relationship between reward and employee satisfaction. Further, Sarvadi (2010) noted that every organization's reward system should focus on these major areas; compensation, benefits, recognition and appreciation. Mendonca, (2002) added that reward and compensation system is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive.

In the fourth objective, the researcher sought to determine how mission affects performance. The findings led the study to conclude that the mission of the organization also significantly contributes to the success of that organization. In a similar research, Kantabutra and Avery (2010) asserted that a strong vision is the one which is well communicated, aligned with organizational processes and systems, empowers others, and motivates people and further identified mission as positively impacting customer and employees satisfaction. Mariama *et al.* (2013), opined that

successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives.

Policy Recommendations

This study recommends that should have policies that encompass these variables as they were found to influence performance of the organization positively.

Recommendations for further research

This study aimed to examine the influence of organizational culture on employee performance at Ministry of Water and Irrigation (State Department of Water). Therefore, a similar study could be carried out using a different case study. The study used organizational values, organizational communication, reward systems and mission as its variables. Therefore a similar study could be carried out using different variables from the ones used in this study.

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