International Journal of Management and Commerce Innovations ISSN 2348-7585 (Online)
Vol. 3, Issue 1, pp: (274-291), Month: April 2015 - September 2015, Available at: www.researchpublish.com

Relationship between Culture and Organizational Performance: A Case Study of Del Monte Kenya Limited

JULIUS NG'ANG'A MUNYAMBU

Abstract: **This research project provides knowledge on essential cultural practices i.e. training, employee commitment and training which are cultural practices in contemporary organizations and their relationship with organizational performance. The general objective was to study and analyze the relationship with on organizational performance while the specific objectives were: To establish the relationship between organizational reward systems and organizational performance, to determine the relationship between training and organizational performance and to find out the relationship between employee commitment to their work and organizational performance. The target population was 163 staff of Del Monte Kenya limited. The population for this study included the top level, middle level and low levels of operation. Random sampling method was be used to select respondents for data collection. From the population, a total sample size of 40 respondents which represents 24.5% of the total population was selected. The researcher used both structured and unstructured questionnaires to collect data. A Pilot study was carried out at Del Monte Kenya limited to verify the validity and reliability of requested data. The collected data was analyzed using descriptive tools of analysis which include percentages and frequencies then presented using bar graphs and pie charts. The major findings were that there is a relationship between culture and organizational performance. Also the employees are committed to their work due to extrinsic motivational factors and that the organization had improved on its profitability had improved due to its distinct cultural practices The recommendations of the study were that the management needs to take active roles in training its employees, also the management should steer head cultural practices in their organizations and frequently monitor the practices so as to effectively manage them so as to boost its performance.**

Keywords: **Relationship between Culture and Organizational Performance, employee commitment and training.**

1. INTRODUCTION

1.1 Background:

An organization is defined as basically a structure for caring out a particular social activity on regular basis Fulcher and Scott (2009). Generally has the following features: a specific goal, a defined membership, has rules of behavior or conduct and authority relationships.

One pervasive feature that distinguishes contemporary life from life in the ancient times is the domination by large, formal and complex organizations. Modern man is everywhere in organizations. Man is born into organizations, lives in organizations, works for organizations and even dies in organizations. These organizations have become an inevitable feature of life. Just as families and communities have unique looks and feels, organizations have distinct images, internal operations, and methods of doing business that determine who they are and how they are perceived by others. All of these factors are the bases for the formation of a "culture" which has the same effect internally that ethnicity or religion has in social groups.

According to Cotgrove (2008), organization culture is a set of beliefs, norms and rules (both written and unwritten) through which an organization functions. Taken together, they establish the environment the employees interact with each other and with the market place. Organizations do not operate in a vacuum but in a specific culture or socio – cultural environment. Culture is a concept rooted in Anthropology and sociology, where it is a key in explaining the existence and nature of social order. Cotgrove adds that culture is the shared norms and values of a social system which are a most important aspect of a society.

According to Hofstede (2001),culture as the shared values and practices within an organization. He adds that organizational culture is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values(personal and cultural values) shared by people and groups in an organization that control the way they interact with each other and with stakeholders outside the organization. From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another. Organizational culture is not the same as corporate culture. It is wider and deeper concept, that an organization 'is' rather than what it 'has.' Corporate culture is the total sum of values, customs, tradition and meanings that make a company unique. Corporate culture is often called "the character of an organization" since it embodies the vision of the company and its founders. The values of a corporate culture influence the ethical standards within the organization, as well as managerial behavior. Senior managers may try to determine the company's culture. They may wish to impose corporate values and standards of behavior that specifically reflect the objectives of the organization. In addition, there will also be an existing internal culture within the workforce. Workgroups within the organization have their own behavioral quirks and interactions which, to an extent, affect the whole system.

According to Brown (2005), culture is conceptualized as an aggregation of attitudes, values, norms, styles, consumption and general world view of life: its perception, expression and utility by a people that identify and distinguish them from other people. Culture is a wide and multidimensional concept that one cannot hope to deal with in entirety in a single study. This is because culture is divided into two major aspects in anthropological and sociological studies. The two major aspects of culture are material and non-material cultures. Material culture is overt and explicit, such as products of industry, technology, art, that is, every visible or concrete acquisition of man in society. The non-material aspects of culture consist of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in a society. Brown continues and says that, organizational culture consists of shared beliefs and values established by the organization's leaders and then communicated and reinforced through various methods, ultimately shaping perceptions, behaviors and understanding. Simply speaking, a company's structure and design can be viewed as its body and its culture as its soul.

Culture change is a fundamental form of organizational transformation, and the people, processes, systems and structures are the key players. They involve changing basic values , norms and beliefs among stakeholders in order to improve organizational performance. However, it is the people and the spirit behind an organization that enables the implementation of such processes and structures. It is not uncommon that certain cultural barriers exist to keep change from taking place. All organizations must be adoptive in a rapidly changing environment, if they wish to continue their businesses. The key to the survival of organizations is learning, not individual learning itself, but emerging learning in the organization.

1.1.1 Company Profile – Del Monte Kenya Limited:

Del Monte Kenya Limited is situated in Thika, 55 kilometers north – east of Nairobi, approximately 120km south of the equator and 500kilometers inland from the Indian Ocean. At present it is the largest exporter of pineapples from Africa and its largest market is UK, which takes 30% of the exports. Other markets include France, Germany, Italy, Belgium and Netherlands. Kenya and the neighboring countries account for about 10% of the company's total sales volume. The Company continues to invest in its plantation and factory equipment requirements. Del Monte Kenya Limited is the largest employer in Thika Town and contributes significantly to the economic activities of the town, as well as to the national economy as one of the major sources of revenue in the form of taxes and duties. (Del Monte Corporate Annual Brochure, 2013)

1.2 Statement Of The Problem:

According to Blunt and Jones (2002), all organizations everywhere function within a specific culture, and it is becoming more widely recognized in contemporary discussions of organizational performance that managers and other organizational practitioners have to develop an understanding of their culture settings if their organizations are to perform effectively. Organizational practitioners continue to believe that their roots are in the culture of a society and some of these cultures are a drawback towards achieving high performance.

According to Sannwald (2000), approaching culture through the study of organizational practices is advantageous because practices are more readily observable and measurable and can thus be compared across companies and can be directly related to individual and organizational performance. An existing culture tends to constrain and direct management behavior, which subsequently affects overall performance through the mechanism of day-to-day practices such as decision making, problem solving and strategy formulation. Thus culture linked to performance through the adoption of specific and consistent modes of behavior throught the organization.

According to Gaynor (2001), culture change is a concern in any organization because many employees and employers are unable to cope with or adopt to various changes occurring in the organization, these changes include technology, economic, social, management and leadership styles. Organizations employ people with different attitudes towards various changes occurring in the organization. These changes include technology, company policies and procedures. Adapting to these changes and harmonizing them with organizational culture becomes an uphill task for both the employer and the employee. Organizational culture and structure are developed over a period of time as a result of complex factors. These factors are the organization's history, main and primary function (core business), technology, its goals and objectives, size, geographical location, management, employees and its environment.

According to Mullins (2009), organizational structure reveals who has authority over whom in an organization and gives an invisible framework to integrate all the people working together towards achieving common goals. It is an indispensable tool of coordinating in an organization. Jobs are well defined bearing a definite measure of authority, responsibility and accountability to enable people within a given organization to work more effectively together in accomplishing their own as well as organizational goals and objectives.

According to Blunt and Jones (2002), the importance of understanding an individual's organization's culture and that culture is acquired from the society then transferred to the organization. They bring out how culture directs management behavior in their daily activities. They also focus on the challenges faced in adopting to culture change for example, due to company's history and policies and lastly they single out a variable in culture change that is organizational culture, quoting that culture change depends on who is in authority.

In particular, the study reveals that researchers examining culture and organizational performance should devote significantly greater attention towards studying the relationship between culture and organizational performance in contemporary businesses. Studying the relationship between culture strength and performance variability therefore has the potential to shed light on the relationship that exist between culture and organizational performance. This research therefore seeks to provide knowledge on essential cultural practices that is reward systems, employee commitment and training and how they are related with organizational performance

1.3 Objectives Of The Study:

General Objective:

The main objective was to determine the effects of culture change on organizational performance in

Specific Objectives:

i. To establish the relationship between organizational rewards systems affect organizational performance.

ii. To determine the relationship between training affects organizational performance.

iii. To establish the relationship between employees commitment to their work affects organizational performance.

1.4 Research Questions:

This study aims at providing answers to the following questions

i. Is there a relationship between organizational reward systems and organizational performance?

ii. What is the relationship between training and performance of an organization?

iii. What is the relationship between employee commitment to their work and organizational performance?

1.5 Justification:

One of the significant contributions which the research can add to the body of existing knowledge in organization theory and management was to come up with findings that can be used to tackle problems arising from work situations. One way of doing this is to examine critically how the culture of a particular society affects work behavior in general and how this in turn determines organizational performance.

The logical question that was asked is, "to what extent is culture a determinant of organizational performance?" And again, what other variables intervene between culture and organizational performance? The study is anchored in the answers to these and some other related questions.

Presently, there is a considerable body of literature on the relationship between culture and organizational performance. However, it is sad to observe that most of these studies are carried out in different socio-cultural contexts. Therefore, the finding in this research cannot be invoked with full confidence in understanding the Kenyan context.

The management of different organizations will know the factors brought about by the effects of culture change on organizational performance and they will be in a position to take corrective measures where necessary.

Employees in different organizations will understand the relationship between culture and organizational performance which is paramount for them to achieve personal and organizational desired goals and objectives.

The findings will also act as a base for further reference to researchers which they can access from J.K.U.A.T library.

It is envisaged that the results of this study will fill some gaps and at the same time make modest contributions to knowledge. As this is a descriptive study, it is also envisaged that it can define other areas of research for further investigations.

1.6 Scope Of The Study:

The study was carried out in Del Monte Kenya limited in Kiambu County. The study focused on the top, middle and low levels of management staff, which composes of 243 staff

1.7 Limitations Of The Study:

1.7.1 Lack of cooperation:

Some respondents were uncooperative as they saw it was wastage of time while being interviewed. This was minimized by being humble and explaining to them the importance of the research.

1.7.2Confidentiality:

Some respondents feared giving out information with the fear that they may be quoted or tracked down latter. This was minimized by assuring them of confidentiality and by not taking their personal details. The introductory letter given by J.K.U.A.T was used to create confidence among the respondents.

2. LITERATURE REVIEW

2.1 Introduction:

The chapter presents literature relevant to this study and to provide a theoretical framework. An Empirical literature review and a critique of the literature will also be reviewed in order to identify gaps in literature.

2.2 Theoretical framework:

The current business environment is of fundamental radical changes that makes it flexible and innovative. Firms are utilizing an array of manufacturing practices in their quest for survival and success in the marketplace. The implementation of these practices has not always resulted in the success stories as the focus had been mostly on technical issues, with little concern for "soft issues" for example, the enabling role of organizational culture has often been ignored. Using Schein's conceptualization of culture as underlying assumptions, espoused values and artifacts we examine a framework that relates culture and manufacturing practices to performance. The underlying assumption of customer orientation is posited to affect espoused values such as beliefs on investing in facilities and equipment to leverage intellectual work and to promote creativity, beliefs on working with others, beliefs on making decisions that are global, beliefs on management control and beliefs on integrating with suppliers.

In recent years, organizational culture has been given a higher profile because of an increasing focus on people in organizations, their productivity, performance and job satisfaction, and how this relates to competitiveness and profitability in the commercial business. An organization is held together as much by shared management beliefs as by formal authority Toffler (1995). However, companies within an industry, or groups of industries share cultural practices that are different from those shared in other industries or industrial types. Relationship between culture and growth vary industries or industrial type are different from those that relate to corporate growth

2.2. Organizational performance:

According to Ouchi (2001), organizational performance is the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction. He defines organizational performance in terms of the ability of an organization to satisfy the desired expectations of three main stakeholders comprising of owners, employees and customers. Owners' satisfaction with financial returns or profits from organizational operations.

According to Deal and Kennedy(2002),in recent years, many organizations have attempted to manage organizational performance using the balanced score card methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service social responsibility and employee stewardship. The organization is required to deal with other companies in order to expand their business. For this purpose, there is dire need for organizational performance. Organizational performance helps the organization to increase their influence and bag more contracts. Besides, this also helps them to meet the deadlines and produce quality work. Therefore, organizations are making efforts to increase their organizational performance and are inventing new techniques that help them to increase and enhance their performance.

According to Willy (2003), another performance measuring technique is estimation. With the estimate of correct organizational performance, an organization can increase its performance and grow itself. Time management is another key point. If an organization manages its time and regulates it targets and deadlines, it will surely be able to grow and get profits from the business. Strictly speaking, an organization's performance goals can only be achieved through its employees. An effective performance measurement and management links individual and teamwork behaviors to the organization's business strategies, goals and values. For an organization to achieve its goals, it is essential for each employee to understand individual roles and responsibilities for goal achievement, and there must be continuous dialogue between leaders and employees to set performance expectations, monitor progress, and evaluate results. Together, leadership and staff work to plan, measure and analyze, and manage performance.

2.2.2 Organizational culture:

Culture is a universal phenomenon as there is no society in history without a culture. But culture varies from one society to another. Studies of formal organizations in both western and non western societies have shown the impact of varying cultures for "organizational operations and performance". Multinational organizations operating in different cultural contexts have become increasingly sensitive to the potential impact of the culture of a host country on organizational performance. Brown and Hofstede (2001). The following quotes from anonymous sources help to lend credence to the fact that the culture of a business varies from place to place. American concept: from our pragmatic individualistic approach, many of the things the Japanese do appear to be symptoms of wrapped minds. Japanese concept: the cold objective approach of the American business man who hires and fires mechanically and whose primary concern is to make as much profit as possible is not only inhuman but sinful. British concept: as far as we are concerned, business is not charity.(Nordic Journal of African studies 2001)

According to Sannwald (2000), performance is the execution or accomplishment of workmates or goals to a certain level of desired satisfaction. Organizational performance is the ability of an organization to satisfy the desired expectations of three main stakeholders comprising of owners, employees and customers. This is measured in terms of owners' satisfaction with financial returns or profits from organizational operations, employees' satisfaction with the conditions of work, such as remuneration, style of supervision, rapid promotion and the ability of the organization to guarantee job security, employees' expressed desire to stay in the organization i.e. the ability of the organization to retain its workforce and customers' expressed satisfaction with the quality of the products of the organization.

According to Safford (2008), organizations need to be aware of the increasing changes affecting their operations as well as the workforce. The benefits of introducing programs that reveal the impact of cultural change on organizational performance are as many as compared to non existence of the same. The anxiety created by both individual and organizational demands on workers plays a significant role in influencing the quality of employees' life. The rapid pace of life brought about by constant technological and development changes are a real source of negative attitudes and resistance. Overall, organizational performance and productivity are affected due to the changing environment which is dynamic and stressful. Just as changes affect a person, so are the associated emotional responses and visible manifestations. The employer perceives the employee as indifferent and no longer follows instructions.

2.2.3 Reward system:

Organizations have the ability to reward individuals in many ways because they can vary both the kinds of rewards they give and the reasons for which they give them. Organizations can draw from an almost infinite number of approaches to reward individuals. People don't automatically come to work, continue to work or work for an organization. They need to be motivated to take a job within the organization. To come to work each day, to continue to work there, to learn, to perform effectively, and to accept change. The most widely accepted explanation for why people are motivated to work, perform, learn and change is rooted in what psychologists call expectancy theory, which argue that people are most rational decision makers who think about their actions and act in ways that satisfy their needs and help them reach their goals. Research confirms that people generally try to deal rationally with the world as they see it. It views people as proactive; future oriented and motivated to behave in ways that they believe will lead to valued rewards. It doesn't suggest that people will always resist change or quite to the contrary, it suggests that they will seek it if it leads to their receiving valued rewards. Since organizations get the behaviors they reward, organizations that wish to perform well and change effectively need to create systems that reward both performance and change. This but it is not easy to do. It also not what most organizations do. All too often, they reward stability more than change, seniority more than performance and job size more than skill development.

If you want people to change, you cannot reward stability, even though that's exactly what many organizations do. They set annual performance goals and develop bureaucratic job description systems that are resist to change. When it comes to motivating change and performance, it is hard to think of a more counter-productive practice than basing rewards on seniority. Despite this, the array of rewards that many organizations tie to seniority is vast. Some of the rewards are relatively trivial and minor, others quite valuable and important. Edgar (2005)

According to George and Jones (2006), merit-pay plans are the most frequently used way to reward individuals for performance. Given their popularity, merit-pay systems must be effective. The evidence is clear that in most cases merit-pay plans do little to motivate performance and often do not even help retain the right employees. Merit-based salary increases, typically are small and become a permanent part of an individual's pay. As a result, the relationship between pay and performance is weak and not particularly motivating. The hope is that merit pay will lead, over a number of years, to a pay level that reflects performance. This can happen if an individual's performance is stable from year to year. That is the case for some employees, but the fact is that individual performance often varies considerably over a person's working life. As a result of performance changes, poor performers can end up with very high pay and outstanding performers with very low pay. This often occurs when a new employee performs outstandingly well and a longer-term employee performs poorly. When it happens, the poor performer is very motivated to stay and the better performer is not.

With is little the organization can do to change someone's reward level if that person is unwilling to support a change effort or performs poorly. It can withhold a merit increase, though this will hardly have a major financial impact on an individual. Ultimately, a merit salary increase plan creates a situation in which the only way to punish people who are not supporting a change or performing well is to fire them.

According to Mann (2005), use of bonuses is a reward system, which when well designed, can help organizations be flexible and effective. In bonus systems, organizations that want to motivate performance and change with cash rewards must use bonuses. An increasingly popular form of variable pay uses the results of a performance appraisal to determine the amount of bonus that is paid to an employee. This approach eliminates the major failing of merit pay that is there is no enough money to motivate individuals. It does this by eliminating the annuity features of merit pay, thus freeing up money to be used for variable pay. Built-to-change, organizations can use bonus pay to reward individual performance and change, as well as to retain excellent performers. Bonus pay is particularly effective in retaining new employees because they can almost immediately be paid at a high level if they perform well; they do not have to wait for a series of merit increases. It also has the advantage of providing a way to quickly reduce the total compensation of poor performers. Finally, it can make very clear the relationship between a performance appraisal judgment and the amount of an employee's pay. There is no need to explain how a person's pay history affects his or her bonus. \

2.2.4 Training:

Human resource management, training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

All organizations must manage their four resources: money, machineries, information and people. The purpose of training employees is to improve their capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management development programs should be based on training and management development needs identified by a training needs analysis so that the time and money invested in training and management is linked to the mission or core business of the organization. To be effective, training and management development programs need to take into account that employees are adult learners. Forrest and Peterson (2006). Investing in human resources through training and development improves individual employee capabilities and organizational capabilities but investing in people is not the same as investing in equipments or machinery. When an organization invests in new computers for example, the cost can be depreciated over multiple years but when an organization invests in human resources, it is a investment whose cost cannot depreciate with time.

According to Becker et al (2001), organizations with high HRM quality have a high percentage of employees in a formal plan for development, and both new and experienced employees spend more hours in training each year. Investing in employee development means increasing the value of the organization's human resources. By improving individual capabilities, organizational capabilities are also improved and as organizations become flatter, with fewer levels between the top and the bottom and more management responsibilities throughout the organization, investments in developing the management skills of all employees become even more important. Some organizations use coaching to develop skills in thinking, vision, creativity, innovation, decisiveness, and motivating others, especially to high potential employees early in the development process rather than putting people in management positions expecting them to develop knowledge and skills on their own, organization can systematically develop their employees' talents through a combination of succession planning and employee development to create a long term process for managing the talent roster across the organization.

Employee training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in the organizational setting. Harrison (2000). He adds that T&D encompasses three main activities: training, education and development. Training is both focused upon and evaluated against the job that an individual currently holds. Education is the activity that focuses upon jobs that an individual may potentially hold in the future, and is evaluated against those jobs. Lastly, development is the activity that focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate

Training and development can also lead to talent development, which is part of HRM, is the process of changing an organization, its employees, its stakeholders and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization. While talent development is reserved for the top management, it is becoming increasingly clear that career development is necessary for the retention of any employee, no matter what their level in the company is. The term talent development is becoming increasingly popular in several organizations, as companies are now moving from the traditional term training and development. Talent development encompasses a variety of components such as training, career development, career management, organizational development and training and development Kotter and Heskett (2008).

2.2.5 Employee commitment:

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effectively very team member. It is no longer good enough to have employees who come to work faithfully everyday and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for development and secure employment. Bergmann and Lester (2000). In the past, organizations secured commitment and loyalty of their employees by guaranteeing job security. However, many organizations have responded to competitive pressure by downsizing, restructuring and transformation and thus created a less secure organizational climate. A growing number of employees therefore feel that they are victims of broken promises. One of the challenges facing modern organizations involves maintaining employee commitment in the current business environment. These organizations can achieve by developing a new 'work contact.' In today's workplace, employees face more ambiguity in their daily activities and decreased job security.

According to Jack and Welch (2005), employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower turnover. Thus it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Indeed, in identifying the three best measures of a company's health, employee commitment is cited first with customer satisfaction and free cash flow coming second and third respectively. Though different organizations define commitment differently but some common theme emerge such as; employees' satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table. The greater an employee's commitment, the more likely he or she is to go an extra mile and deliver excellent on their job performance. In addition, engaged employees may be more likely to commit to staying with the current organization.

According to Kahn (2003), employee commitment can potentially translate into valuable business results for an organization. Employee commitment is both a willingness to persist in a course of action and reluctance to change plans. Often owing to a sense of obligation to stay to the course. People are simultaneously committed to multiple entities, such as economic, educational, familial, political and religious institutions. They also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers. Commitment manifests itself in distinct behavior. For example, people devote time and energy to fulfill their on the job responsibilities as well as their family, personal, community and spiritual obligations. Kahn further adds that an employee's aspirations and career goals can receive careful attention during performance appraisal meetings. Without inquiring into an employee's

According to Kats (2005), training and development can serve as additional levers for enhancing commitment. For new hires, training usually begins with orientation. Orientation presents several important opportunities including explaining pay, work schedules and company policies. Most important, it gives you a chance to encourage employee commitment by explaining how the new hires' job contributes to the organization's mission. Through orientation, you describe how your company is organized, introduce the new employee to his or her co-workers, give the person a tour of the area where he or she will be working and explain safety regulations and other procedural matters. In short, you foster person-organization fit which is vital for developing productive and dedicated employees. Through training you help new and current employees acquire the knowledge and skills they need to perform their jobs and employees who enhance their skills through training are more likely to engage fully in their work, because they derive satisfaction from mastering new tasks. Training also enhances employees' value to your organization as well as their own employability in the job market. In addition, most companies offer higher wages for skilled workers, to compensate them for their greater value and to discourage turnover. If your company is reluctant to invest in training, consider demonstrating to executives the links between training investments, employee commitment and measurable business results.

2.3 Critical Review:

Critique against promises of using culture as a means for corporate goals have been raised. Much interest nevertheless has been given to the effects on performance of the 'right' are strong enough corporate culture. There are four views on the relationship between organizational culture and performance. Perhaps the most common one is the so called strong-culture thesis. It has often been assumed that commitment of an organization's employees and managers to the same set of values, beliefs and norms will have positive results- that the 'strength' of corporate culture is directly correlated with the level of profits in a company.(Kotter,2008). Researchers adopting this hypothesis tend to place new kinds of human relations (involving employees in decision making, allowing them some discretion, developing holistic relations etc) at the core of organizational culture. It is frequently argued that a distinct organizational culture contributes to performance through facilitating goal alignment- a common culture makes it easier to agree upon goals as well as appropriate means for attaining them

According to Wilkins and Ouchi (2003), there are however, researchers that suggest the reverse relationship between culture and performance: that high performance leads to creation of a strong corporate culture (cultural homogeneity). It is possible that success brings about a common set of orientations, beliefs and values. A particular workplace spirit may develop and there may be little incentive or encouragement to question 'ways of doing things' thus forming a broad consensus and possibly conformism. The culture may be more than just a by-product of high performances: values and meanings may reproduce a successful organization and thus contribute to performances. It may also be a source of conservatism and a liability in situations calling for radical change. For example, consider culture an important regulatory mechanism in organizational settings too complex and ambiguous to be controlled by traditional means (bureaucracy and the market).

Changing organizational culture demands more than the decision to change, it involves understanding the current culture and its role, accepting the fact that culture changes do not occur in some present period of time and dealing with the subject in depth Gaynor (2001). Organizations that encourage a positive outlook nourish new ideas and innovative. They create a flexible culture which welcomes new ideas. In a flexible and open culture, employees feel free to offer ideas even when they are not perfectly crafted for there is little fear of criticism or punishment. 'There is a possibility – underemphasized in leadership research – that the only thing of real importance leaders do is to create and manage culture and that the unique talent of leaders is their ability to work with cultures." Edgar (2005)

While many culture researchers have devoted numerous articles to the nature and definitions of culture, relatively fewer articles have contributed towards the effect of culture change on organizational performance. The purpose of this study is to investigate the possible effect(s) of culture change on organizational performance in a multicultural and multinational organization- Del Monte Kenya Limited. So, this question remains: should an organization spend its limited resources (time, energy and money) to change the organization's culture? Looking at the literature review, no systematic study has been found to investigate the effect of culture change on organizational performance. This will be the basis of this study.

2.4 Summary Of Gaps To Be Filled By This Study:

For an organization to succeed as well as remain competitive in a dynamic business environment, it is imperative for it to carry out an assessment on the effect of culture change on its performance. Culture change in an organization will gain a solid and consistent foothold where employers will be seen to have an interest in its workforce and vice versa. A number of researchers have carried out research in the area of organizational culture. Kotter and Heskett, (2002), state, strength of culture alone is not a reliable predictor of performance since some cultures are strong, but not necessarily effective in terms of performance. For example, the goals of the organization might not be appropriate, high motivation could be due to good performance rather than the cause of it and some strong culture lead an organization into decline, while some weak cultures achieve good performance.

Every aspect of an organization is part of its culture and cannot be understood as separate from it-culture is not an objective , tangible or measurable aspect of an organization; organizations are cultures Meek (2008). For the inappropriateness of treating culture as a variable that can be manipulated, others consider culture as the best thought of as a set of psychological predispositions called 'basic assumptions' that members of an organization possess, and which tend to cause them to act in certain ways. The relatively few systematic literature review on culture-performance link lead us to conclude that none of these ideas have received much empirical support

This research therefore seeks to provide knowledge on the relationship between culture and organizational performance that can be useful in bridging this gap. A study in a Kenyan organization will serve as a vital eye opener to management, team leaders and all who have invested within the responsibility of managing multinational/cultural organization and its people

2.5 Conceptual Framework:

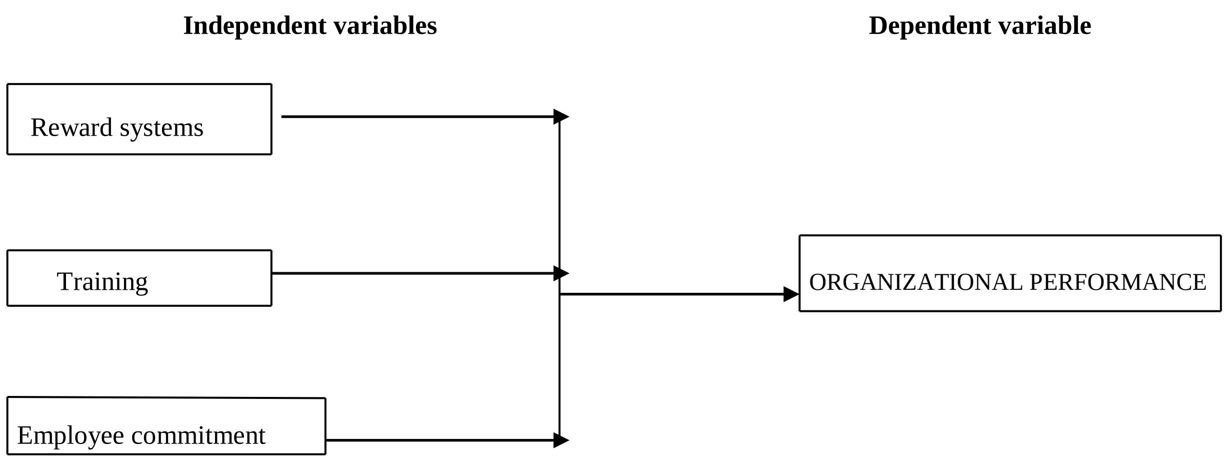

Figure 2.1: Conceptual Framework

2.5.1 Reward Systems:

Reward system, are critically involved in mediating the effects of reinforcement. A reward is an appetitive stimulus given to a human or some other animal to alter its behavior. Rewards typically serve as reinforces. A reinforcer is something that, when presented after a behavior, causes the probability of that behavior's occurrence to increase. Note that, just because something is labeled as a reward, it does not necessarily imply that it is a reinforcer. A reward can be defined as reinforce only if its delivery increases the probability of a behavior. Kotter (2006)

2.5.2 Training:

This is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization. Rothwell (2004) notes that the name may well be a term in search of a meaning, like so much in management, and suggests that it be thought of as selective attention paid to the top 10% of employees, either by potential or performance.

While training is reserved for the top management it is becoming increasingly clear that career development is necessary for the retention of any employee, no matter what their level in the company. Research has shown that some type of career path is necessary for job satisfaction and hence job retention. Perhaps organizations need to include this area in their overview of employee satisfaction.

2.5.3 Employee Commitment:

Employee commitment is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An organization with 'high' employee engagement might therefore be expected to outperform those with 'low' employee engagement, all else being equal. Definitions of engagement vary in the weight they give to the individual vs the organization in creating engagement. Recent practice has situated the drivers of engagement across this spectrum, from within the psyche of the individual employee.

3. RESEARCH METHODOLOGY

3.1 Introduction:

This chapter describes the research design and the methods used to achieve the research aim and objectives. The sections covered are target population, sampling frame, sample size and sampling technique, data collection instruments, data collection procedures, Pilot testing and data analysis and presentation.

3.2 Research design:

The study used descriptive research design. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation and especially to understand the characteristics of organizations that follow certain common practices. Calori and Sarnin (2001), In many cases such information may be vital before even considering certain corrective steps. Descriptive studies that present data in a meaningful form offers ideas for further probe and research and to help make certain simple decisions.

3.3 populations:

According to Mugenda and Mugenda (2003) a population is an entire group of individuals, events or objects with some common observable characteristics. The population for this study was 163 employees. According to Mugenda and Mugenda (2003), a population with more than 10,000 elements is considered a large population.

3.4 Sampling design and procedure:

Random sampling method was used to select respondents for data collection. From the population, a total sample size of 40 respondents which represents 24.5% of the total population was selected. This is an optimal sample size which will take into consideration such as the number of categories and availability of finances to carry out the research as well as the time frame for carrying out the research. Table 3.2 shows how the selection was done.

3.5 Instruments for Data Collection:

The researcher used both structured and unstructured questionnaires. The questionnaires were self administered. A Pilot study was carried out at Del Monte Kenya limited to verify the validity and reliability of requested data.

3.5.1 Validity and reliability:

For consistency and validation of the questionnaire, a pilot study was done at Del Monte Kenya Limited where a total of 40 respondents were be used.

3.7 Data Analysis and presentation:

Data collected from the questionnaires was sorted, summarized then analyzed using descriptive analysis tools. Descriptive analysis tools including percentages and frequencies were used to analyze the collected data. The data was presented using tables, pie charts and statistical graphs.

4. RESULTS AND DISCUSSION

4.1 Introduction:

This chapter presents results and findings obtained from the questionnaires. The chapter is organized on the basis of the research questions and objectives and presents data in the form of graphs, pie charts and tables.

4.1.1 Response rate:

Out of the 40 questionnaires which were distributed to the organization, 34 questionnaires were fully completed and returned. However, 2 respondents gave contradicting answers which led to them not being analyzed. The study achieved 85% response rate. This is an implication that most employees were committed to respond adequately to the questionnaires.

Table 4.1 : Response Rate

Category	Questionnaires issued	Response Rate	Percentage
H.R	5	5	100%
Finance	6	5	83.3%
Plantation	10	8	80%
Production	9	8	88.9%
R & D	6	4	66.7%
Sales and Marketing	2	2	100%
Engineering	2	2	100%
Total	40	34	85%

4.1.2: Analysis of Gender:

The table 4.2 shows response in terms of gender where 61.8% of the respondents were males while 38.2% were females, an implication that there are more males employees in the organization especially in the plantation department

Table 4.2: Gender

Gender	Frequency	Percentage
Males	21	61.8%
Females	13	38.2%
Total	34	100%

4.1.3: Analysis of Age:

Table 4.3 below shows the response rate in terms of age where 8.8% of the respondents were below the age of 21years, 23.5% were between 22 – 34 years, 29% were between 35 – 44years, 20.7% were between 45 – 54 years , 17.6% were between 55 – 64 years and there were no respondents who were over 65years. This shows that most of the respondents are in the active age of 35 – 44years with the capability to facilitate the performance of the organization. This is an indication that most of the employees are in the youthful and productive age of between 20 – 35 years

Table 4.3 Age Analysis

Age	Frequency	Percentage
Below 21 years	3	8.8%
22 – 34 years	8	23.5%
35 – 44 years	10	29.4%
45 – 54 years	7	20.9%
55 – 64 years	6	17.6%
Over 65 years	0	0%
Total	34	100%

4.1.4 Analysis Of Level Of Education:

Table 4.4 shows the response rate in terms of level of education where there were no respondents with primary and PhD certificates, 8.8% had secondary education while 29.4% had diploma certificates while those with bachelors and masters degrees were 41.1% and 17.6% respectively

Table 4.4: Education Level

Education level	Frequency	Percentage
Primary	0	0%
Secondary	3	8.8%
Diploma	10	29.4%
Bachelors	15	44.1%
Masters	6	17.6%
PhD	0	0%
Total	34	100%

4.1.5: Analysis of Marital Status

Table 4.5 below shows response rate in terms of marital status where the response for the widowed and divorced stood at 2.9%, the married were 88.2% and those who were single were 5.9%

Table 4.5 : Marital Status

Marital Status	Frequency	Percentage
Married	30	88.2%
Single	2	5.9%
Widowed	1	2.9%
Divorced	1	2.9%
Total	34	100%

4.1.6: Analysis Of Employment Duration:

The findings as illustrated in table 4.6 below revealed the response rate considering the employment duration where the employees who have worked for less than 2 years and 6 – 10 years were 20.6%, those above 10 years were 25.3% while those who have worked between 2 – 5 years were 23.5%

Table 4.6: Employment Duration

Employment Duration	Frequency	Percentage
Less than 2 years	7	20.6%
2 – 5 years	8	23.5%
6 – 10 years	7	20.6%
Above 10 years	12	35.3%
Total	34	100%

4.1.7: Analysis Of Designation:

Table 4.7 shows the response rate in terms of areas of designation or departments at the work station where those in the human resources and finance were 14.7% each, those in plantation were 20.6% those in production were 23.5%, R&D were 14.7% and those in sales and marketing and engineering were 5.9%

Table 4.7: Designation

Designation	Frequency	Percentage
Human Resources	5	14.7%
Finance	5	14.7%
Plantation	7	20.6%
Production	8	23.5%
R & D	5	14.7%
Sales & marketing	2	5.9%
Engineering	2	5.9%
Total	34	100%

4.2: Relationship Between Reward Systems and Organizational performance

4.2.1: Interval of Reward Administration:

Table 4.8 shows the interval at which the rewards are administered where all the respondents agreed that the rewards were administered annually. This is an implication that the management has the management has created enough time for employees to improve on their performance so as to be rewarded

Table 4.8 Interval of Reward Administration

Response	Frequency	Percentage
Once an year	34	100%
Twice an year	0	0%
More than twice an year	0	0%
Total	34	100%

4.2.2: Reward Method:

Figure 4.1 shows the response rate in terms of the reward methods used by the organization where 82.4% said tokens are used, 5.9% said the organization uses monetary methods, 2.9% said verbal rewards are used and 8.8% said the organization uses certification methods, an implication that the management has adopted a variety of reward methods to satisfy the various needs of the employees

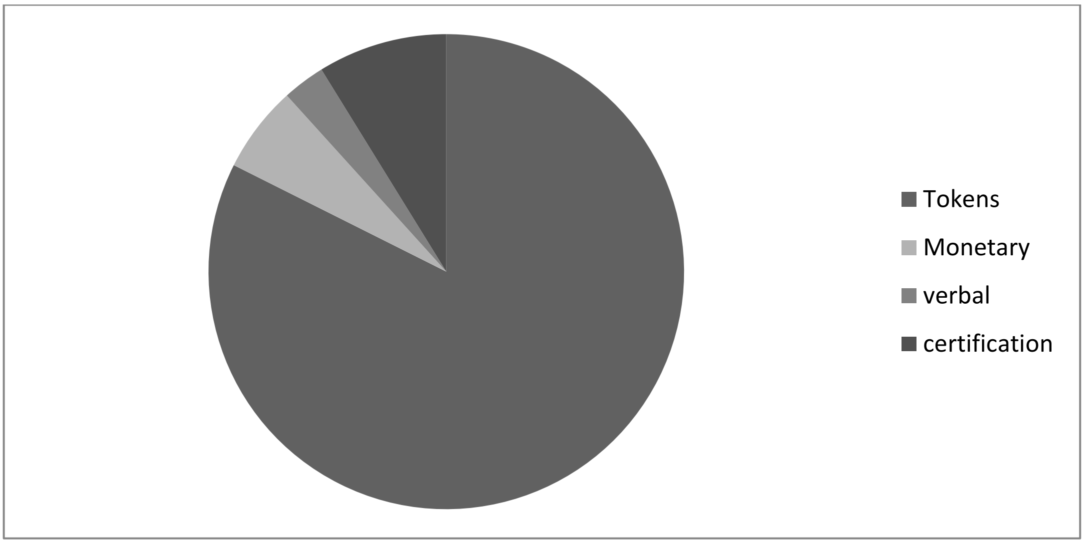

Figure 4.1 Reward methods

4.2.3 Response regarding statements on reward systems used by the organization:

Table 4.9 shows the frequency of responses regarding general statements on the reward systems used by the organization. This is an implication that although most of the employees feel that there is a need to change the reward systems used, the management is fully committed to the use of the already existing rewards methods it has already put in place.

Table 4.9 : Statements On Reward Systems

Statement	Strongly Disagree (f)	Disagree (f)	Neutral (f)	Agree (f)	Strongly Agree (f)
There is need to change the reward Systems used in Del Monte	**1**	**2**	**5**	**21**	**5**
The management is Committed to rewarding their employees	**3**	**4**	**16**	**7**	**4**
Del Monte has transparent policies On reward systems	**18**	**6**	**0**	**3**	**7**
There is a relationship between reward Systems and its performance	**6**	**0**	**0**	**9**	**19**

4.3: Relationship Between Training and organizational performance:

4.3.1: Frequency Of Training:

Figure 4.2 shows the response rate of the frequency of training where 5.9% said that training is done monthly, another 5.9% said that it is done semi annually while 88.2% agreed that it is done annually. This is an implication that the management give the employees sufficient time for them to use the acquired skills in their job context before training them again.

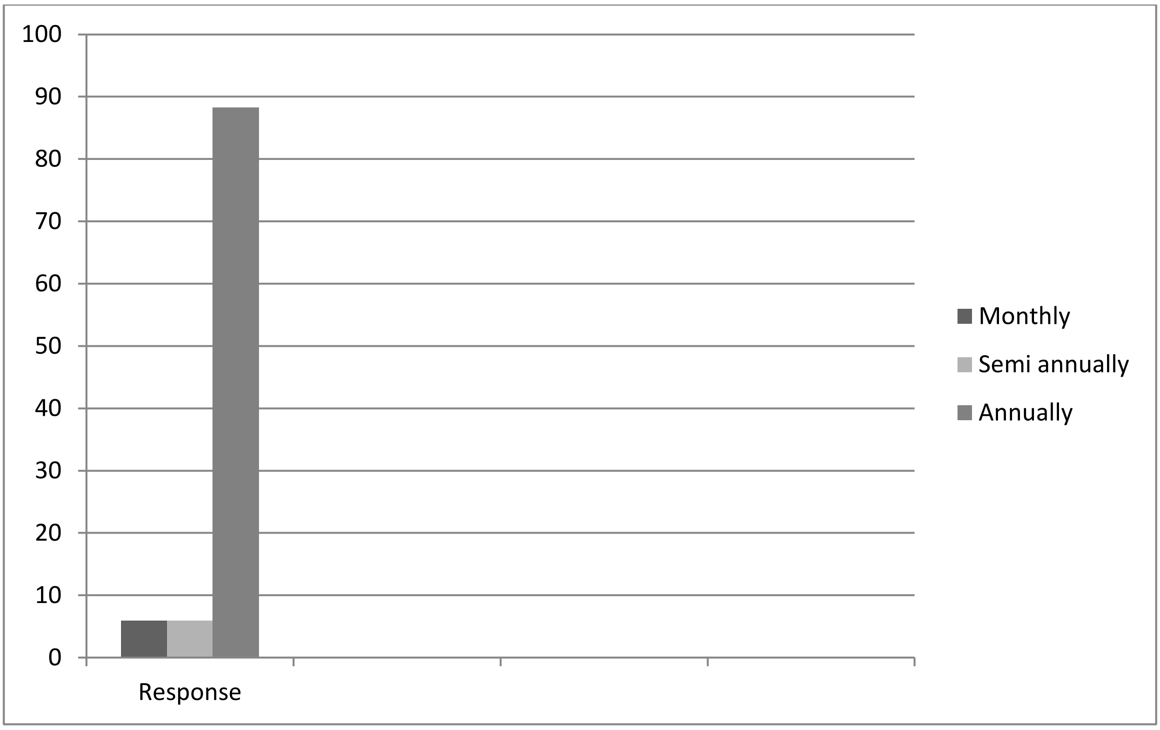

Figure 4.2 Training interval

4.3.2: Response regarding training done in the organization:

Table 4.10 shows the response on the general statements on training done in the organization. It has shown that the skills acquired are effective enough to enhance the performance in their work stations

Table 4.10: statements on Training

Statement	Strongly Disagree (f)	Disagree (f)	Neutral (f)	Agree (f)	Strongly Agree (f)
Del Monte is fully committed and has invested training its employees	**1**	**3**	**2**	**16**	**12**
The training methods used are effective in acquisition of relevant skills	**0**	**2**	**4**	**15**	**13**
The training done has lead to flattening of the organization	**10**	**6**	**2**	**9**	**7**
Training done here has lead to talent development among the employees	**5**	**4**	**1**	**15**	**9**

4.4 Relationship between employee commitment and organizational performance:

4.4.1 Motivation to work:

Figure 4.3 below shows the response in terms of what motivates the employees to work where 4.7% said they are committed due to job security, 64.7% said it is due to good income, 8.8% need for job development, 5.9% quoted work schedules and another 5.9% said they are motivated by other factors, quoting job satisfaction as their motivation to their job commitment.

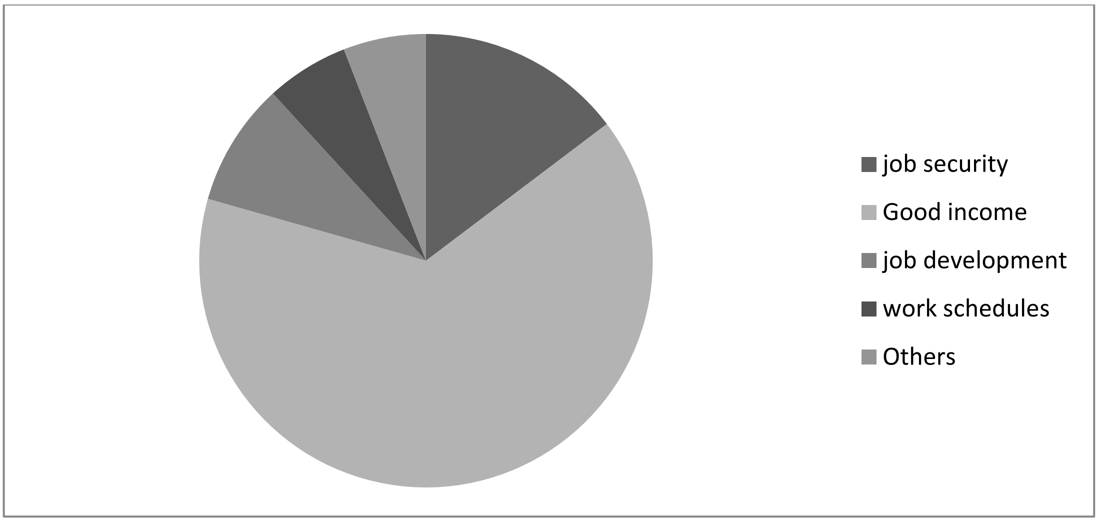

Figure 4.3: Motivation To work

4.4.2 Response regarding statements on employee commitment to their work:

Table 4.11 shows the response rate on general statements regarding employee commitment to their work in the organization which indicates that there is a commitment culture in the organization which emanates majorly extrinsically has facilitated the good performance of the organization

Table 4. 11: Response on statements regarding employee commitment

Statement	Strongly Disagree (f)	Disagree (f)	Neutral (f)	Agree (f)	Strongly Agree (f)
It is evident that Del Monte employees are committed to their work	2	5	6	9	12
I'm committed to my job due to intrinsic motivation	15	11	2	4	2
I'm committed to my job due to extrinsic motivational factors	2	3	2	12	15
Del Monte has measures that ensure employee committed	3	4	8	10	9

4.4.3: Organizational Performance:

Table 4.12 below shows the response rate in terms of various gauges or aspects of organizational performance in relation to the culture of the organization. The results from the table implies that the cultural practices adopted by the organization relate to the its performance performance

Table 4.12: Statements on organizational performance

Aspects of organizational Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Increased production capacity	0	0	5	23	6
Increased sales	1	1`	3	5	24
Increased product diversification	0	0	4	20	10
Increased corporate social responsibilities	7	9	5	7	6

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction:

In this chapter, the researcher's findings were discussed in respect to the research questions that guided the research, conclusions were made and recommendations given.

5.2: Summary of Findings:

5.2.1Relationship between reward systems and organizational performance:

From the findings despite the fact that the organization has introduced reward systems as a cultural practice, a majority of the respondents felt that there is need to change the reward systems used by the organization. Also there are no clear policies as to how the reward systems are administered. All in all, a majority of the respondents agreed that there is a relationship between culture and organizational performance

5.2.2Relationship between training and organizational performance:

Also, it was clear that the cultural activities and practices put in place by the organization have influenced the progress of the organization's performance progress to a great extent. Also, the management of Del Monte is committed to initiating policies, and measures that trigger a culture that fosters the performance of the organization. The management is committed to planning, organizing and carrying out training sessions to boost the knowledge and skills of the employees to enable them conduct their duties effectively. This training is done annually. The management has also put resources to support the entire training process.

5.2.3 Relationship between employee commitment and organizational performance:

There is sufficient evidence that employees at Del Monte are committed to their work and this is motivated by extrinsic factors of motivation such as job security and good income. Also the organization has put in place measures that foster employee commitment to their work. A majority of the respondents agreed that owing to the cultural practices, the organization had improved in its production capacity, product performance and had diversified its products

5.3 Conclusions:

The organization has invested on reward systems as a way of motivating its employees where the rewards are done after a fixed duration of time. Also the organization uses a variety of ways to reward its employees. The employees are comfortable with the reward systems used therefore seeing no need to change them and that in deed the reward systems used by the organization have greatly contributed to the good performance of the organization. Also the organization involves itself in training its employee and that the training is done periodically, where both on job and off jobs methods of training are used which boosts the effectiveness of knowledge and skills required by the employees to perform their tasks effectively. In this regard therefore it can be concluded that the culture of training practiced by Del Monte Kenya limited contributes highly in the performance of the organization in various aspects

Lastly, it can be concluded that employees are committed to their work due to both intrinsic and extrinsic motivation. Also most employees work independently due to majorly of good income and that there are measures and policies formulated by the organization that ensure employee commitment to their work.

5.4 Recommendations:

Based on the data analysis, findings and conclusions, the researcher wishes to make the following recommendations

Given the significance of culture on organizational performance, the management needs to take an active role in training its employees on matters concerning their tasks proper training should be done by qualified and experienced personnel and it should use diverse methods of training to ensure effective acquisition of knowledge and skills in the areas of specialization of the employees.Great organizational cultures do not just happen. They are created by leaders who understand the critical elements of high performance in the organization. The management should therefore constantly monitor these cultural aspects and practices to avoid cultural deviations and culture change.

The study also recommends that all the stakeholders to be involved in organizational cultural formulations and initiatives, creating a cultural teamwork, introduction of motivation, recognition and reward systems and to foster on cultural communication. Also, policies and procedures on culture change should be formulated for the whole organization that should guide its different units or departments in setting up individual guidelines to their activities. Lastly, the organizations should endeavor to implement cultual programs by first addressing the underlying issues that could cause culture change and deviations

5.5 Suggestions for Further Study:

For the relationship between culture and organizational performance to be revealed and systems need to be introduced. Their successful and effective implementation requires commitment from all stakeholders. The existing literature on the relationship between culture strength and performance focuses on the consequences of strong cultures for performance levels but has not examined how strong cultures affect performance variability or the reliability of organizational performance.

Also cross cultural studies dealing with organizational performance in Kenya remain largely an uncharted course. In short, there are not many studies that have focused on how organizations perform in the different ethno – cultural and geographical locations in Kenya. There is therefore a tremendous potential for research in this direction

Studies can also be done on the effects of culture change on organizational performance and also try to fill the gap in the sociology of organizations dealing with the way in which cultural and religious values influence work behavior and how this determines organizational performance and researchers must think anew about the roles of culture in organizations and its overall impact on organizational performance

REFERENCES

[1] Becker, F.K and Kotter, P. (2001). Organizational Studies; Origins and weaknesses. 5th Edition. Mc Graw Hill, New York.

[2] Bergmann, C.K and Lester, M.M. (2000). The Science Of The Society. South Western Publishing Company, New York.

[3] Blunt,P. and Jones, M.L.(2002). Management Of Organizational Behavior: Leading Human Resources. New Delhi: Prentice Hall Inc.

[4] Brown, B.(2005). Resourcing the training and Development Function, Report No. 390, Institute of employment studies, Brighton.

[5] Brown, B and Hofstede, C.(2001). An Introduction To Business Culture. McGraw Hill, Boston.

[6] Calori,R. and Sarnin, P.(2001). Corporate culture and Economic Performance. 4th Edition. Financial Times, Pitman.

[7] Cotgrove, A.T. (2008). The Adoptive Corpor ation. Prentice Hall, Boston.

[8] Deal, D.T and Kennedy, W. C. (2002). Working Organizations; Resistance and Control To Change. Harvard University Press, Cambridge.

[9] Edgar, V. (2005). Administrative Science. Blond and Briggs publishers, London.

[10] Fulcher, J.M and Scott.T.C (2009). Essentials of contemporary management. 3rd Edition Mc Graw Hill, New York.

[11] Gaynor, G. P. (2001). Achieving A Competitive Edge. Economic Journal, pg 41-57.

[12] George, G.M and Jones.(2006). Performance Appraisal. Harvard University Press: Cambridge.

[13] Harrison, P. (2000). Strategic Planning: Leadership Through Vision. Evangel publishing house. South Africa.

[14] Hofstede, C. (2001), Understanding Culture Change-A key to financial performance, McGraw Hill, New York.

[15] Jack, N.M and Welch, R.G. (2005). Corporate Culture.6th Edition, West view publishers, Boston.

[16] Kahn, T.(2003). Employee Participation. 4th Edition. Prentice Hall: New Delhi

[17] Kats, F.M. (2005). Understanding Employee Commitment. Prentice Hall: New Delhi

[18] Kotter, P and Heskett, D.T. (2008) Management and Organizational Behavior. University Of Michigan, Michigan.

[19] Mann. T.D. (2005). Corporate Culture and Economic Performance. NY Random House, New York.

[20] Meek, C.K. (2008). Organizational Culture and Leadership. Harvard University Press, Cambridge.

[21] Mullins, L.J.(2009). Action Learning. Blond and Briggs Press: London.

[22] Ouchi. P.O. (2001). Efficient Organizational Cultures. 3rd Edition. McGraw Hill, Boston.

[23] Peterson, H.R.(2006). In Search Of Organizational Excellence. South Western Publishing Company, New York.

[24] Rothwell, M.K.(2004). Managing Culture Change. South West publishing company, New York

[25] Safford, D.K.(2008). Organizational Culture: Basics and Best Practices. Harvard University Press, Cambridge.

[26] Sannwald, W. K.(2000).Organizational Studies: Origins and Weaknesses. New Delhi: Prentice Hall Inc.

[27] Wilkins, T.K (2003). Efficient Organizational Cultures and Practices. McGraw Hill, Boston.

[28] Willy, P. (2003). A Contemporary Approach to Organizational Culture. 5th Edition, Prentice Hall Inc, New Delhi.

[29] http://www.wikipedia dictionary.com/ababna/eeo/2004/eeo55.pdf.Retrieved2014-01-18.

[30] http://www.google books.com/intro.htm2014-01-26.