

# Role of Strategic Culture on Employee Performance in Public Universities in Upper Eastern Region, Kenya

Magdalyne Kaguri, Dr Sylvia Chebet, Dr Tecla Kirwa

Kibabii University

DOI: <https://doi.org/10.51583/IJLTEMAS.2025.140600019>

Received: 11 June 2025; Accepted: 16 June 2025; Published: 05 July 2025

**Abstract:** Recognizing the essential for change and foreseeing organizations through change is the most challenging role for any leadership. Some changes can be alterable while others are not hence the risk involved in managing change. The study sought to determine the role of strategic culture on employee performance in public universities Upper Eastern Region, Kenya. Strategic culture refers to collective values, beliefs, norms and practices that define the character of a person in the work environment. The study was anchored on Kurt Lewis Change Management Theory. Descriptive survey design was adopted using quantitative methods. Employees of these universities were the study population, with a target population of 1296 employees and a sample size of 324 respondents. Proportional sampling technique was used in selecting Academic Staff and Support Staff while purposive sampling technique was used to select the university Management Staff, lastly stratified sampling was used to select the Administrative Staff. Data was obtained using questionnaires. The findings on correlation and regression analysis indicates that there was a significant positive relationship between strategic culture and employee performance in public universities in Upper Eastern, Kenya, where it was able to explain ( $\beta=0.495$ ;  $p=0$ ).

**Key Terms;** Strategic Culture, Employee Performance and Change management

## I. Background of the Study

Change is a transition or transformation of objectives, processes, and technology of a given organization. Since environments keep changing an organization must advocate for changes especially changes impacting on performance. Other factors that force organizations to change include competition from rivals, changes in demographics, growth of a business and government ideologies. Change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful urges Arokodare *et al.*, (2019). Change can be internal or external and present us with chances for growth and conversion. Organizations work in a turbulent atmosphere where nothing remains steady hence the need to develop methodologies to withstand the environmental changes and remain competitive, says Franken, *et al.*, 2019. However, people resist change because they feel that they are slipping away from their comfort zone or missing opportunities.

In Pakistan, change has been reflected to have a positive impact of employees' performance in Pakistan organizations. Ali *et al.*, (2022) argues that change leaders should highlight significance of change management in an organization because the world is drastically changing due to change of process, products and services. Moreover, he asserts that employees' willingness, change of their attitudes and way of working were necessary for change adaptation.

The task of a public university in the country is to provide higher education. Universities are founded through the Universities Act. No 42 of 2012. Public universities operate under the Commission of University Education CUE. University employees are experts who transform, develop, diffuse, and disseminate science, technology, and arts of a nation and develop individuals' skills, capabilities, and proficiencies. They have various tasks and roles to achieve, which range from teaching, research and publications, marking exams and investigations, overseeing students' research events, and providing communal services Akpan (2014). Economic problems such as strikes in universities have raised the need for efficiency, effectiveness and massive production, hence application of evaluation mechanisms to access employee's performance. The performance of employees depends on change management strategies applied in the university structure. Change management is imperative for university employees to undertake their job effectively and efficiently in this period of innovative growth. Public and private universities have undertaken a series of organizational changes in all ramifications.

## Statement of the Problem

Committed employees give an organization a competitive advantage to its rivals, asserts Trifonova, *et al.*, (2020). Purnamasari *et al.*, (2023) argues that for an improved performance, employees are therefore viewed as valued assets in any organization. To remain as the center of excellence, public universities have worked hard to ensure that their employees fulfil their responsibilities by providing them with the necessary resources and opportunities to guarantee that their clients receive high-quality services. Despite the introduction and the use of performance management systems, employees' performances do not seem to improve as much. Rewarding them for quality services to its customers, workers have not exhibited signs of well-rewarded employees this is precisely reflected by increased labour turnover, involvement of workers in part-time jobs to improve their basic salary, lecturers teaching in several universities, staff reporting late for work, little commitment to the job which has led to poor performance of both employees and students. Productivity and improved employee morale are possible outcomes if all employees are managed

well according to Mohammed *et al.*, (2022). Employee performance is influenced by many factors, including work discipline, job satisfaction, and workplace environment, Nizar, *et al.*, (2024). We must embrace change because it forces us to step outside of our comfort zones.

Nevertheless, due to limitations mostly related to employee performance, strategic goals for raising performance and cutting down on service delivery time were not fulfilled. To date, a few research have been carried out on the role of strategic change management employee's performance in public universities' which is crucial for management in attainment of goals and objectives for the organization. Therefore, in this study the researcher will investigate the role of strategic culture on employee performance in public universities in upper Eastern, Kenya.

### **Research Objectives**

To examine the role of strategic culture on employee performance in public universities in Upper Eastern, Kenya.

### **Research Hypothesis**

H0<sub>1</sub>: There is no statistically significant influence of Strategic culture practice on employee's performance in public universities, Upper Eastern, Kenya.

### **Justification of the Study**

Given the speed at which educational institutions are expanding both domestically and globally, it is imperative that university administrators and other policymakers are aware of the issues influencing employee's job performance for them to collaborate on finding a solution. Ever since these public universities were founded there has been a growing aspiration among both internal and external stakeholders to make them the best public universities. But like other public universities, universities in Upper Eastern Region, Kenya faces obstacles to success, including cultural change.

### **Significance of the Study**

The study brings useful insights for university policy makers by giving valuable information on performance. Secondly the study will help employees improve performance regarding their clients' students and other university stakeholders. In conclusion, the study will act as a base for future researchers.

## **II. Theoretical Review**

### **Lewins Change Management Model**

Kurt Lewin (1951), a social psychologist, developed a three-step model for executing change in the late 1940s, using the knowledge of force field analysis. The forces pushing and pulling against change are observed by the use force field analysis. According to Lewis if a condition must change, the driving forces must more than the resisting forces. Managers must consequently be prepared to support change to stun employee resistance. The strategy for organizational change was designed with group decision-making, execution, and social change in mind. Group behaviour is one of Lewin's main concerns. He noticed that people behaved differently in different groups. He contended that even though individuals may join a group for quite different reasons, they are more likely to cooperate to accomplish a shared goal in order to comprehend the consistency of some groups' behaviour against others. He argues that to prevent group behaviour from quickly returning to its previous state, changes must be made. Burnes (2004) provided support for Lewin's theory by arguing that the only way to improve the human condition was to resolve social conflict, whether it be racial, marital, religious, or industrial in nature.

The three-step model is linked to deliberate organizational change, and those wishing to bring about the change may decide to employ a variety of tactics to see the change through to completion Branch (2002). Harper (2001) outlines the three steps as follows: unfreezing, starting the change (moving), and refreezing.

Unfreezing step: Workers quit from previous ways of working by dismantling things in favour of previous behavior. Employees in businesses need to adopt to the new work practices with a sense of criticalness if change is to be sustainable. To achieve this, employees are forced or encouraged to leave their comfort zones so as to adjust to new work practices, regardless of whether doing so puts them at risk for the future. By encouraging effective communication and giving staff members the freedom to adopt new work practices and pick up new attitudes, values, and behaviours, the university can facilitate change. Nevertheless, there are drawbacks to this process, such as stress and risks associated with vulnerability may lead to behaviour that is detrimental rather than beneficial for employees. Argyris (1993), observed that when given new tasks, employees typically get anxious because they don't know how the change will turn out if it hasn't started yet. They should be made aware of these expectations for behaviour.

Step two starting the change, in order to effect change, employees engage in exercises that identify and implement more effective methods for completing tasks or take part in brand new exercises. According to Harper (2001), for significant change to take place, management must ensure that all relevant parties can engage in creative thinking and basic governance in a way that is focused on the community. To ensure successful implementation, creation of plan for action and solution for issues should be in place. A better understanding of the needs and benefits of progress could lead to nearly no resistance from those who stand to gain from the

changes. A better understanding of the needs and benefits of progress could lead to nearly no resistance from those who stand to gain from the changes.

Step three (refreezing), The focus is on how the business is strengthening new policies and tasks within the organization. Workers must be acknowledged for this progression to be successful because compensation is an important consideration. A reward is necessary for changing behaviour. If employees understand or acknowledge a change in behaviour, they should receive the appropriate recognition. Thus, as Branch (2002) suggests, there are three ways to cultivate Lewin's model of organizational change.

Lewin contends that change agents need to make sure that compliance is met, apply stress management strategies, and present a compelling case for change. Critique on this model is that rather than being an organizational development process, managers occasionally used this model as a planning tool. Unfreezing turns into a planning meeting. The action corresponds to the implementation. Refreeze is a review that happens after implementation. This method disregards the organism metaphor's underlying presumption, which states that social groups will only undergo change when it is felt necessary. That's when the process of change can become a poorly designed strategy that ignores opposition and doesn't capture the enthusiasm of the important stakeholders. This corresponds to blowing up a balloon without remembering to tie a knot. Kurt Lewis theory of change supports all the three objectives thus is taken as the main theory in this study.

### **III. Empirical Literature Review**

Mannion *et al.*, (2018) carried out a study on comprehending strategic culture for raising the standard of medical care. A key factor in the success of healthcare facilities in the United Kingdom (UK) was an effective strategic culture according to the research and qualitative assessment of the country's healthcare facilities. Additionally, the researchers suggested that businesses use models such as lean six sigma to implement a supportive strategic culture. This can be done by defining the organization's culture and educating staff members about the significance of embracing the company's ethics and values. There is a conceptual gap, though, as this study was primarily concerned with aspects of healthcare quality rather than employee performance. The goal of the current study was to fill this gap.

Hailin Haimeng *et al.*, (2018) examined on effect of corporate culture promotion on firm performance in China. Findings were innovative culture influence performance. Eric (2018) determined the effects of strategic culture on employee turnover. Research done to administrative staff in Private Universities Ghana. Correlation and regression analysis tested the relationship between the strategic culture and employee turnover and their impacts. Findings were Bureaucratic Culture (BC) significantly affects employee turnover.

Effect of strategic culture on employee job performance was undertaken by Nwakoby, *et al.*, (2019) in deposit in Nigeria. Data was collected using questionnaires. The result showed that bureaucratic culture has no effects on the employee performance of the banks. Another finding indicated that innovative culture influences the employee performance at the banks. The study recommended that the management of deposit money banks comes up with a culture that will improve performance, considering their customers and employees at heart.

Purity *et al.*, (2022) a study on strategic culture effects on organizational operations and workforce interacts. Systematic review approach was applied as a research design. The way a workforce engages and how an organization runs are significantly impacted by its strategic culture. The primary objective of this research was to examine the relationship between strategic culture and worker productivity. The study focused on how strategic culture affects workers' motivation, commitment, as well as efficiency. A systematic review was the methodological approach taken. To address the research question, the data was gathered using questionnaires, and it was then compiled, analyzed, evaluated, and compared. Findings the Study employed secondary data collection methods or that date back more than ten years were excluded based on certain exclusion criteria. Moreover, research examining the impact of corporate culture on employees' personal lives was not included.

In Indonesia, impact of strategic culture and strategic leadership on business performance was studied by Munawaroh *et al.*, (2021) an organization's positive (strategic) culture and strategic leadership can inspire workers to perform better. The motivation of employees to enhance their performance is significantly influenced by the strategic culture. Numerous studies have revealed that pay and promotions play a significant role in inspiring workers, though not the only factors required to raise output. This study set out to ascertain, among other things, how strategic leadership affects strategic culture and how that culture affects business performance. In this study, the relationship between latent variables found in structural equations was ascertained through structural equation modelling (SEM), which employed an analytical approach. Smart PLS was the analysis tool employed. Data was gathered using quantitative research and an easy random sampling technique to distribute questionnaires to employees in the manufacturing industry electronically. There were 150 respondents to the questionnaire that was returned. Conclusion was strategic culture significantly influences both competitive strategy and business performance, according to the data analysis that was conducted. Strategic culture impact on performance because it moderates factors in an organization says Da'wat, *et al.*, (2023).

In Indonesia an analysis on how strategic culture and pay affect employee performance was done using work motivation as a mediating variable Daud, *et al.*, (2020). 150 employees' samples were used using the sampling method, which was employed as a census technique. To investigate the relationships between the constructs of strategic culture, compensation, work motivation, and employee performance, the research data was gathered through a questionnaire. The path analysis technique was then applied using

SPSS software. As demonstrated by the findings, work motivation is significantly impacted by strategic culture and pay in the first substructure. Employee performance in the second substructure is significantly impacted by strategic culture, pay, and work motivation. Work motivation mediates the relationship between compensation and employee performance, but not the relationship between strategic culture and employee performance. Originality previous research has been conducted in numerous western nations, but not in developing nations like Indonesia.

Strategic culture must be instituted in a manner that accommodates all the employees, this will give them an opportunity to bring out their skills to increase performance, asserts Ademba *et al.*, (2021). In a study carried out on the influence of strategic culture on the performance of workers in commercial banks, it was realized that strategic culture had a big and positive effect on employee performance. Descriptive survey research design was used in the study. Data was collected by questionnaires. The study recommended that commercial banks should optimize strategic culture in a manner to increase performance of the workers.

A study was conducted in Malaysia by Sundararajan *et al.*, (2020) investigated how employee performance is impacted by strategic culture. Top management and staff members of Edge Newspaper Sdn Bhd Company were interviewed. Observations from surveys and journals were used as the foundation for data collection. Hypothesis tested that good employee behaviour increased business productivity, lower absenteeism, and achieved turnover using the data that had been gathered. The study demonstrated that there is a favourable correlation between employee behaviour and strategic culture. These results concluded that strategic culture has a positive and significant effect on lecturer performance. This offered fresh perspectives on how to manage strategic culture effects on worker performance. Furthermore, this study deepens our understanding of employee behaviour, which upper management may find useful in motivating and overseeing staff.

Angela *et al.*, (2022) in their study influence of strategic culture on performance of employees at commercial banks in Kenya established that strategic culture has significant effect in employee performance. The study adopted descriptive survey research design. Data was collected using questionnaires. Data analysis entailed both descriptive and inferential results. They resolved that employees are key elements in every organization. The recommendations were banks should optime strategic culture to increase performance of employees.

Ninah, (2024) on her study the influence of strategic culture on management performance in universities observed that universities administration dedicates time, money, and resources fostering a welcoming and cooperative workplace culture. It entails open communication, teamwork, acknowledge accomplishments, and employee well-being. Establishing a strategic culture of openness, responsibility, and diversity can help universities inspire faculty and staff to work towards institutional objectives. Descriptive research design was employed to explore the relationship between strategic culture and performance, analysis was done using inferential statistics. The finding was strategic culture strategic culture impacted the management performance. A positive culture enables management performance because it creates an atmosphere that is accommodating to academic excellence, creativity and development.

### **Employee Performance**

Employee performance is described as the degree of achievement an employee attains in fulfilling organizational vision, mission and the goals. It is also the degree of accomplishment of the work or job of an employee, which involves major elements such as capability and effectiveness Kyazze, (2018). Odhiambo (2019) elucidate it as the aggregate result of an employee's doings and can be categorized or grouped into low and average performance levels. He further states that the worker productivity can be weighed through, creativity, efficiency, efficacy, innovation, customer relations and satisfaction, productivity, elasticity and efforts towards realization of organizational goals.

Employee performance is an essential aspect in the organization as it regulates the growth of an organization and shapes dedication towards organization and its objectives (Mohammed, 2017). As employees match their objectives with those of their tasks, they will be enabled to do better and place significant efforts into the organization to ensure it flourishes and the management are able to reward their commitment. As the management recompenses their efforts constructed on their performance, the employees' performances stages become high, which results to job satisfaction. Employee performance is consequently considered as the pillar of any organization and more emphasis should be put to it, to advance it leading to general success of the company performance. Omondi, (2014) maintains that employee work can be measured based on their result and behavior. Personal features like talents, skills, knowledge, experience and one's attitude plays part just like level education. As explained further by Alvi, (2020) employee performance can be measured using indicators referred to as Key Performance Indicators (KPIs). These are methods that are used by institutions to measure the ability of their work force, be it employees and management and are later compared with the overall well-being or success of the organization. Employee performance could also be measured through skills acquired, work relationships, adaptability levels of the employees, degree of motivation among other factors. These factors are very important to managers as they enable gauging the effectiveness of their employees and how much effort they put into striving to achieve their personal goals which are aligned to the organizational goals

### **Conceptual framework**

Conceptual framework provides a diagrammatic representation of relations or connection between study variables (Enhe *et al.*, 2016). The study had one independent variable and one dependent variable. Employee performance according to Odhiambo

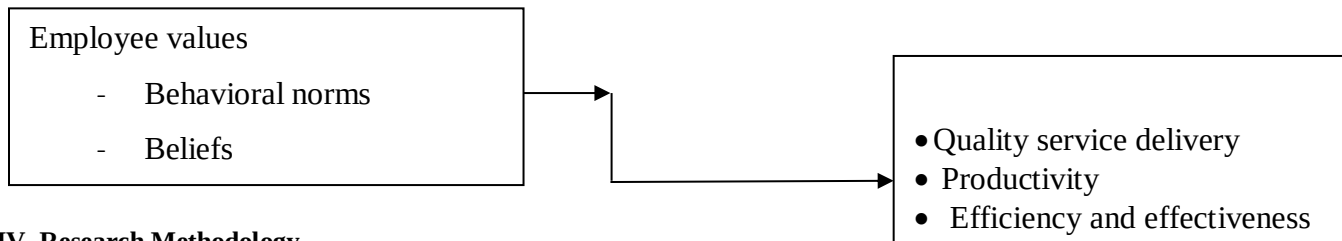
(2019) is the aggregate result of an employee's doings and can be categorized or grouped into low and average performance levels. Employee performance may be influenced by variables such as strategic culture, strategic leadership and strategic communication. Strategic culture is a mixture of values, sets, beliefs, communications, and explanations of behavior that offers people direction. According to Purity *et al.*, (2022) culture affects organization operations and workforce. If positively implemented, employee performance increases and the end results are productivity.

#### Independent Variable

##### Strategic Culture

#### Dependent Variable

##### Employee Performance



## IV. Research Methodology

### Research Design

Research design outlines the general steps that are required to address the research question according to Saunders, *et al.*, (2019). An arrangement of parameters for data collection and analysis that attempts to balance relevant and the research goal is known as a research design. The research was carried out using a conceptual framework. It served as the guide for gathering, calculating, and analyzing data (Kothari, 2003).

This study used a descriptive survey research design. This is because it determines the role of strategic culture on employee performance and people's views and opinions were sought out and described accordingly. Quantitative methods were employed because they complements the study. The primary application of the qualitative approach will apply in describing the respondents' subjective evaluations, analyses, and interpretations of their attitudes, opinions Brown *et al.*, (2018) argues. With the use of descriptive statistics (frequencies and percentages) and inferential statistics (hypotheses using correlations and coefficients of determination), numerical data was generated with the assistance of quantitative methods and statistically manipulated to meet the necessary objectives.

### Study Area

The study was conducted in public universities in Upper Eastern Region, Kenya, Meru University of science and technology, Chuka and Tharaka University. The Universities are found in former Eastern Province. Upper Eastern comprises of Meru, Tharaka Nithi, Isiolo and Marsabit. The Upper Eastern region borders to the west Laikipia, Samburu and Turkana areas of Central, South and North rift respectively.

### Target Population

According to Mutula *et al.*, (2018), a population is the total set of people, things, or events from which a researcher has drawn conclusions. They note that a target population is one to which a researcher hopes to apply the study's conclusions. Employees in public universities in the upper Eastern Region, Kenya was the study population. Nthambi (2014) says that the target population is the entire set of things and people of concern that the researcher desires to inspect. The target population of this study consists of 1296 public university employees as per data obtained from institutions databases.

Table 3.1: Public Universities Upper Eastern Region Target Population

| No. | University         | Target Population |
|-----|--------------------|-------------------|
| 1   | Chuka university   | 656               |
| 2   | Meru university    | 372               |
| 3   | Tharaka university | 268               |
|     | <b>Total</b>       | <b>1296</b>       |

Table 3.2: Research respondents by category and sample

| No. | Respondents Category  | Target Population |
|-----|-----------------------|-------------------|
| 1   | Academic staff        | 800               |
| 2   | Administrative staff  | 200               |
| 3   | Support staff         | 196               |
| 4   | University Management | 100               |
|     | <b>Total</b>          | <b>1296</b>       |

Source: Institution databases (2022)

### Sampling Techniques and Sample Size

#### Sample Size

A sample size denotes the entire population Imbambi, *et al.*, (2017). 1296 respondents were drawn from employees in public universities in upper Eastern Region, Kenya listed, Meru University of science and technology, Chuka and Tharaka University. Sample size to be obtained at using Yamane (1967) formula. Mugenda & Mugenda (2012) observe that it is worthwhile to use a large sample to attain better representation. (e)<sup>2</sup>

$$n = \frac{N}{1 + N(e)^2}$$

$$n = 1296$$

N is the population

e is the acceptance margin error (0.05)

n = Sample Size

$$n = \frac{1296}{1 + 1296(0.05)^2} = 324$$

Technique of Proportionate sampling was used in selecting the sample size.

Table 3.2: Sampling Frame

| No. | Respondents Category  | Target Population | Sample Size |
|-----|-----------------------|-------------------|-------------|
| 1   | Academic staff        | 800               | 200         |
| 2   | Administrative staff  | 200               | 50          |
| 3   | Support staff         | 196               | 49          |
| 4   | University Management | 100               | 25          |
|     | <b>Total</b>          | <b>1296</b>       | <b>324</b>  |

### Institution Database (2022)

### Data Collection Methods and procedure

#### Sources of Data

Data was attained using primary sources. Primary data is information that has been acquired directly from sources and has never been published or otherwise made available for use by the public or by individuals Kabir, (2016). Primary data is regarded as reliable, and its validity is greater than the secondary data.

#### Data Collection Instruments

Data was gathered through structured questionnaires from the administration staff, academic staff, university management, and support staff in Kenya's public universities. Structured questionnaires were used by the researcher because, in their current form, they are simpler to analyze, more cost- and time-effective to administer and easier to use. According to Kothari (2004), cited by Imbumbi, *et al.*, (2017) the use of questionnaires is crucial for inferential statistics and descriptive correlation. It is believed that the best instruments for gathering data to measure the connections between goals and self-beliefs. Questionnaires created by the researcher were utilized for this research. This saved time used to test validity and reliability, according to prior research Owiye, *et*

al., (2016). A five-point Likert scale ranged from SD= Strongly Disagree, D= Disagree, N= Neutral, A- Agree, SA= Strongly Agree was used to assess respondents' different levels of agreement to the statements provided in the questionnaire. The specific objectives of strategic culture. (The independent variables) employee performance (the dependent variable) guided the formulation of all questionnaires.

### Data Analysis and Presentation

For the researcher to effectively describe the range of scores, the data was analyzed using both descriptive (mean, percentages, standard deviation, and frequencies) and inferential statistics Kothari, (2005). Multiple regression analysis and Pearson Product Moment correlation are the inferential statistics was utilized to analyze the data. To evaluate the strength of the relationship between the research variables, the Pearson product moment of correlation was employed. Study variables, strategic culture. Linear multiple regression investigation was applied to test the hypothesis.

$$Y = \beta_0 + \beta_1 X_1$$

Where

Y = employee performance

X<sub>1</sub> =strategic culture

β<sub>0</sub> is Constant

β<sub>1</sub>, the regression on coefficient

ε= Error term.

### Data Analysis, Presentation and Discussion

#### Response Rate

The researcher distributed 324 questionnaires to the personnel of the three (3) public universities in upper Eastern Region, Kenya as indicated in table 4.1

Table 4.1: Questionnaires Response Rate

| Sample size                        | Number | Percent |
|------------------------------------|--------|---------|
| Total Questionnaires Distributed   | 324    | 100.0   |
| Questionnaires Filled and Returned | 246    | 75.92   |
| Questionnaires not Returned        | 78     | 24.07   |

Source: Field Data, (2025)

As provided in table 4.1, two hundred and forty six (246) questionnaires were duly filled and returned. Seventy eight (78) questionnaires were not returned. Therefore, two hundred and forty-six (246) questionnaires were sufficiently completed, giving this study a response rate of 75.9%. This is in line with the results of Author, (2024) says that return 60% was good rates and suitable for analysis. These assertions implied that the 75.9% response rate in the study was adequate.

### Descriptive Statistics

#### Strategic Culture

The study respondents were requested to indicate the level to which strategic culture influences the public universities overall employee performances and the results are tabled

in 4.8 below.

Table 4.8: Descriptive Statistics for Strategic Culture

|                                               | N   | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------------------------------|-----|---------|---------|------|----------------|
| B1: We always treat each other with courtesy. | 246 | 1       | 5       | 3.44 | 1.023          |

|                                                                                                                                                                          |     |   |   |             |              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|---|---|-------------|--------------|
| B2: Our university's population feels that they should always tell the truth to be honest in all circumstances.                                                          | 246 | 1 | 5 | 3.35        | 1.135        |
| B3: Employees at this university are aware of the institution's purpose.                                                                                                 | 246 | 1 | 5 | 3.27        | 1.165        |
| B4: Employees are encouraged to present creative ideas to the university's upper management.                                                                             | 246 | 1 | 5 | 3.30        | 1.014        |
| B5: In order to effectively meet the goals of the university, departmental heads regularly communicate with employees about the tasks they are expected to complete.     | 246 | 1 | 5 | 3.46        | 1.012        |
| B6: Without coercion from their managers, employees execute their jobs competently and finish assigned tasks.                                                            | 246 | 1 | 5 | 3.37        | 1.094        |
| B7: Values, norms in the university influence employees work performance.                                                                                                | 246 | 1 | 5 | 3.38        | 1.054        |
| B8: As results are more important than adhering to the proper organizational procedures, your university places a strong emphasis on meeting the needs of its customers. | 246 | 1 | 5 | 3.48        | 1.005        |
| B9: Organization culture in the university assist employees to embrace change introduced.                                                                                | 246 | 1 | 5 | 3.35        | 1.050        |
| <b>Average Mean</b>                                                                                                                                                      |     |   |   | <b>3.37</b> | <b>1.061</b> |

Source: Field Data, (2025)

The study findings in table 4.8 indicated that to a moderate extent, employees always treat each other with courtesy (mean = 3.44, SD = 1.023). Respondents were also in agreement that the university's population feels that they should always tell the truth to be honest in all circumstances meaning that honesty is valued (mean = 3.35, SD = 1.135). In addition, Employees at the university are aware of the institution's purpose. (Mean = 3.27, SD = 1.165). Employees are encouraged to present creative ideas to the university's upper management (mean = 3.30, SD = 1.014). Results also showed that in order to effectively meet the goals of the university, departmental heads regularly communicate with employees about the tasks they are expected to complete (mean = 3.46, SD = 1.012) most respondents also agreed that without coercion from their managers, employees execute their jobs competently and finish assigned tasks (mean = 3.37, SD = 1.094). Further, Values, norms in the university influences employees work performance (mean = 3.38, SD = 1.005). The study also indicated that the university places a strong emphasis on meeting the needs of its customers. (Mean = 3.48, SD = 1.005). In addition, organization culture in the university assists employees to embrace change introduced. (Mean = 3.35, SD = 1.050). The overall average mean of 3.37 suggests that employees, on the whole, feel positive about many aspects of the university's work culture and practices. However, as the responses show some variance (with the standard deviation of 1.061), there may be some subgroups or individuals who are less satisfied or have different perceptions. This variance is especially evident in statements like B3, where employee awareness of the university's purpose was relatively lower.

### Correlation Analysis

The findings of the study variables' correlation analysis utilizing Pearson's product-moment correlation are shown in this section. The Pearson product-moment correlation coefficient, or  $r$ , indicates the strength of a linear relationship between two variables. A weak relationship is indicated by an  $r$ -value of  $\pm 0.1$  -  $\pm 0.29$ , a moderate relationship by an  $r$ -value of  $\pm 0.3$  -  $\pm 0.59$ , and a strong link by an  $r$ -value of  $\pm 0.6$  -  $\pm 1$ .

**Table 4.11: Correlations Matrix**

|           |                     | Strategic_<br>Culture |  |  | Employee_<br>Performance |
|-----------|---------------------|-----------------------|--|--|--------------------------|
| Strategic | Pearson Correlation | 1                     |  |  |                          |

|                       |                     |        |        |        |     |
|-----------------------|---------------------|--------|--------|--------|-----|
| _Culture              | Sig. (2-tailed)     |        |        |        |     |
|                       | N                   | 246    |        |        |     |
| Employee_ Performance | Pearson Correlation | .506** | .676** | .556** | 1   |
|                       | Sig. (2-tailed)     | .000   | .000   | .000   |     |
|                       | N                   | 246    | 246    | 246    | 246 |

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

Source: Field Data, (2025)

The results in Table 4.11 show that there exists a moderate, positive and significant relationship between strategic culture ( $r = 0.506$ ,  $p < 0.01$ ) and employee performance. The findings agree with that of (Hailin Haimeng *et al.*, (2018)., Munawaroh *et al.*, (2021), Sundararajan *et al.*, (2020) and Ninah, (2024)) who found that there is a positive and significant relationship between strategic culture and employee performance.

### Regression Analysis

Objective of this study examined the role of strategic culture on employee performance in public universities in Upper Eastern, Kenya. Simple linear regression was applied to generate the findings as shown in table 4.13 a, b and c.

| <b>Table 4.13a: Model Summary for Strategic Culture on Employee Performance</b> |                   |          |                   |                            |
|---------------------------------------------------------------------------------|-------------------|----------|-------------------|----------------------------|
| Model                                                                           | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                                                                               | .506 <sup>a</sup> | .256     | .253              | .48251                     |

a. Predictors: (Constant), Strategic Culture

Source: Field Data, (2025)

As observed in table 4.13a, the study observed  $R^2$  at 0.256. This implies that strategic culture explains 25.6 % of the variations on employee performance in public universities in Upper Eastern, Kenya.

Table 4.13b presents the results for Analysis of Variance (ANOVA)

| <b>Table 4.13b: ANOVA for Strategic Culture on Employee Performance</b> |            |                |     |             |        |                   |
|-------------------------------------------------------------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model                                                                   |            | Sum of Squares | Df  | Mean Square | F      | Sig.              |
| 1                                                                       | Regression | 19.574         | 1   | 19.574      | 84.072 | .000 <sup>b</sup> |
|                                                                         | Residual   | 56.808         | 244 | .233        |        |                   |
|                                                                         | Total      | 76.381         | 245 |             |        |                   |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Strategic Culture

Source: Field Data, (2025)

The ANOVA results ( $F=84.072$ ,  $P=0.000$ ) show that model was fit in testing the relationship between strategic culture and employee performance in public universities in Upper Eastern, Kenya.

| <b>Table 4.13c: Coefficientsa for Strategic Culture on Employee Performance</b> |                   |                             |            |                           |       |      |
|---------------------------------------------------------------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                                                                           |                   | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                                                                                 |                   | B                           | Std. Error | Beta                      |       |      |
| 1                                                                               | (Constant)        | 1.776                       | .185       |                           | 9.615 | .000 |
|                                                                                 | Strategic Culture | .495                        | .054       | .506                      | 9.169 | .000 |

a. Dependent Variable: Employee Performance

Source: Field Data, (2025)

Findings in table 4.13c showed that strategic culture had coefficients of estimate which was significant basing on  $\beta_1 = 0.495$  ( $p$ -value = 0.000 which is less than  $\alpha = 0.05$ ). This suggested that there was up to 0.495-unit increase in employee performance for each unit increase in strategic culture.

The effect of strategic culture was also indicated by the t-test value = 9.169, signifying that the corresponding independent variable is a highly significant predictor in the model. Consequently, the study concluded that a positive relationship between strategic culture and employee performance in public universities does exist. These findings corroborate previous research by Munawaroh *et al.*, (2021) who found that strategic culture significantly influences both competitive strategy and business performance. Similarly, Ademba *et al.*, (2021) asserts that Strategic culture must be instituted in a manner that it accommodates all the employees, this will give them an opportunity to bring out their skills to increase performance. In a similar vein, Ninah, (2024) concluded that A positive culture enables management performance because it creates an atmosphere that is accommodating to academic excellence, creativity and development. The above results derived the following simple linear regression model as shown below.

Employee Performance =  $1.776 + 0.495$  (strategic culture) +  $\epsilon$

### **Summary of Findings, Conclusions and Recommendations**

#### **Strategic Culture and Employee Performance**

The f objective of the study was to examine the role of strategic culture on employee performance in public universities in Upper Eastern, Kenya. Respondents tend to rate their university's strategic culture and performance expectations positively but with some variation across different aspects. The overall ratings indicate a moderately favorable view of the university's culture, but there is room for improvement in areas such as purpose awareness and creative idea encouragement. Analysis of correlation showed that strategic culture and employee performance in public universities are moderately, positively and significantly related. Regression analysis also showed that strategic culture have a positive and significant relationship with employee performance in public universities. It was hypothesized that strategic culture does not have a statistically significant influence on employee performance in public universities and the findings failed to confirm the hypothesis.

### **V. Conclusions**

#### **Strategic Culture and Employee Performance**

Results of correlation and regression analysis of the data indicates that strategic culture and employee performance in public universities in Upper Eastern, Kenya are moderately, positively and significantly related. In order to effectively meet the goals of the university, employees are courteous to one another at all times and feel free to discuss their task requirements with supervisors. Strategic culture serves a number of purposes, including encouraging good work, improving supervisor-employee relations, exhibiting fair and equitable treatment, and enhancing teamwork, efficiency, and effectiveness. This result supports Mannion *et al.*, (2018) assertion that businesses use models to implement a supportive strategic culture. This can be done by defining the organization's culture and educating staff members about the significance of embracing the company's ethics and values. The conclusion affirms the conclusions drawn from similar studies by Hailin Haimeng *et al.*, (2018), Nwakoby, *et al.*, (2019), Purity *et al.*, (2022) and Sundararajan *et al.*, (2020). All these studies support the view that implementation of strategic culture, offers fresh perspectives by defining the organization's culture and educating staff members about the significance of embracing the company's ethics and values. According to the results of the study Strategic culture in public universities if well managed can result in improved work performance and well-motivated employees and satisfied clients. Public universities should embrace a strategic culture that is accommodating to all.

#### **Contributions of the Study Findings**

This study contributes to understanding the impact of strategic culture on employee performance within public universities in Upper Eastern, Kenya. It highlights that while respondents generally have a positive view of their university's strategic culture, areas such as purpose awareness and encouragement of creative ideas need improvement. This provides valuable insights for university administrators looking to enhance employee performance through better alignment of strategic culture.

#### **Recommendation for Further Research**

The study opens avenues for future research on the intersection of strategic culture and employee performance, particularly within the public university sector. It suggests further exploration into how these factors could be enhanced through targeted interventions and their effect on both academic and administrative staff. Future studies could also examine the generalizability of these findings to other regions or educational settings.

### **References**

1. Ademba, A. (2021). Influence of Strategic culture on the Performance of Employees at Commercial Banks in Kenya (Doctoral dissertation, University of Nairobi).
2. Ali, G., & Hassan, M. (2022). The Review of Organization Change Management and Employee Performance. Journal of Xidian University, 16(1), 494-506.

3. Arokodare, M. A., Asikhia, O. U., & Makinde, G. O. (2019). Strategic Agility and Firm Performance: The Moderating Role of Strategic culture. *Business Management Dynamics*, 9(3). Asikhia, O., Nneji, N., Olafenwa, A., & Owioye, O. (2021). Change management and organizational performance: a review of literature. *Int. J. Adv. Eng. Manag*, 3, 67-69.
4. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management* 1991 Vol 17, No. 1, 99-120. [5]
5. Bohnkamp, T., (2013). The Effect of the Resource Based View on Decisions in Supply Management Theses Conference June 27th 2013 Enschede, Netherlands.
6. Brown, J. (2018). Interviews, focus groups, and Delphi techniques. In *Advanced Research Methods for Applied Psychology* (pp. 95-106). Routledge.
7. Daud, I. (2020). The influence of strategic culture and compensation on employee performance with work motivation as a mediating variable. Reference to this paper should be made as follows: Daud, I, 122-128.
8. Da'wat, M., Nuraeni, N., & Yusuf, M. (2023). Determinants of Strategic culture and Its Impact on Employee Performance at PT. AHI. *International Journal of Advanced Multidisciplinary*, 2(2), 447-457.
9. Ibrahim Makina & Judith Nabwire Oundo, 2020. "Analysis of the Effect of Resource Based View Model As A Source of Competitive Advantage on Organization Performance," *International Journal of Research and Innovation in Social Science*, *International Journal of Research and Innovation in Social Science (IJRISS)*, vol. 4(10), pages 152-155, October
10. Imbambi, R. M. (2017). Influence of strategic capabilities on competitive advantage of sugar companies in western Kenya (Doctoral dissertation, JKUAT COHRED).
11. Kyazze, J. K. (2018). Influence of strategic culture on employee performance: A case study of World Renew Kenya (Doctoral dissertation, United States International University-Africa).
12. Makina, I., Muya, J., & Ngacho, C. *international journals of academics & research. Management*, 13, 1–15. doi: 10.1177/18479790211016273
13. Mannion, R., & Davies, H. (2018). Understanding strategic culture for healthcare quality improvement. *Bmj*, 363.
14. Matula, P. D., Kyalo, D. N., Mulwa, A. S., & Gichuhi, L. W. (2018). *Academic Research Proposal Writing: Principles, Concepts and Structures*. Nairobi: ACTS Press.
15. Mohammed, N. A., Mohammed, D., & Gana, J. (2022). The impact of training and development on employee productivity in the 21st century. *African Journal of Management and Business Research*, 3(1), 41-58.
16. Mugenda, M. & Mugenda, G. (2003). *Research Methods: Quantitative and Qualitative Approaches*.
17. Munawaroh, M., Santoso, B., Gumilang, R. R., Hidayatullah, D., Hermawan, A., Marhanah, S., ... & Purwanto, A. (2021). The effect of strategic leadership and organization culture on business performance: An empirical study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(6), 455-463.
18. Nizar, N. Z., & Saptaria, L. (2024). The Impact of Culture, Environment, Discipline, and Job Satisfaction on Employee Performance at PT Pegadaian Surabaya.
19. Nwakoby, Nkiru P., Okoye, Jane Frances, and Anugwu, Chika C. (2019), Effect of Strategic culture on Employee Performance in Selected Deposit Money Banks in Enugu State. In: *Journal of Economics and Business*, Vol.2, No.4, 1213-1225.
20. Odhiambo, O. F. (2023). Effect of information communication and technology adoption on employee performance. A case of employees of Kisumu county Government (Doctoral dissertation, Maseno University). Sector in Kenya. College of Human Resource Development.
21. Saunders, M. N., Lewis, P., Thornhill, A., & Bristow, A. (2019). Understanding Research Philosophy and Approaches to Theory Development. In M. N. K. Saunders, P. Lewis, & A. Thornhill (Eds.), *Research Methods for Business Students* (pp. 128-171). Harlow: Pearson.
22. Sidikova, M., (2011). The impact of change management on employee's motivation: A case of Cargotec Shared Service Centre. Bachelor Thesis. Turku University of Applied Sciences
23. Sundararajan, T. P., Kee, D. M. H., Albert, P. J., Subramaniam, M., Thirupathi, H., Angarita, L. S. C., ... & Pandey, R. (2020). The Effects of Strategic culture on Employee Performance: A Study of the Edge Newspaper. *International Journal of Applied Business and International Management (IJABIM)*, 5(2), 44-53.
24. Trifonova, B. (2020). Committed employees–innovative competitive advantage of mining companies. *Journal of Mining and Geological Sciences*, 63, 344-347.
25. Tamunomiebi, M. D., & Oyibo, C. (2020). Work-life balance and employee performance: A literature review. *European Journal of Business and Management Research*, 5(2)