

**AN ASSESSMENT OF ORGANIZATIONAL CULTURE ON TEACHER  
PERFORMANCE AMONG SELECTED PRIVATE SECONDARY SCHOOLS IN  
MOMBASA COUNTY – KENYA**

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## **ABSTRACT**

The purpose of this study was to assess the influence of school organizational culture on teacher performance in private schools in Mombasa County. The objectives of this study included examining the influence of instructional culture, collaboration culture and organizational values on teacher performance among selected private secondary schools in Mombasa County. The research study was based on Organizational Structure Model by Schein, (2004). The study adopted a mixed method approach since it involved collection and analysis of quantitative and qualitative data. Questionnaires, interview schedules and documentary sources will be used to collect data. The reliability coefficient  $r=0.80$  was determined using Pearson's Correlation Method. The target population was made up of 2,100 teachers, 70 head teachers and 70 schools in Mombasa County. The study adopted stratified sampling to select 30 stratified schools into individual, community, religion, sponsor and international. Data collected from the respondents was analyzed inferentially in while the qualitative data was analyzed using thematic analysis. Quantitative data was analyzed using ANOVA in Statistical Packages for Social Sciences (SPSS Version 21). The findings of the study were presented using percentages, tables and charts. The study found out that most of the private secondary schools in Mombasa County have organizational culture that influenced teachers' performance. The study found out that most of the schools have instructional resources that aid the teachers to perform well. The study further found out that collaboration culture in terms of team work and communication; and organizational values bring positive environment that enable teachers to perform well. From these findings, the study conclude that instructional culture, collaboration culture and organizational values influence teacher performance in private secondary schools in the county. The study also concludes that whereas most schools have instructional resources, some lack enough to meet the teachers' and students' needs. The study finally concludes, that some schools do not set their goals based on vision and mission of the school. On the same note, organizational values such as promotions and monetary bonuses are given to teachers in few schools. The study recommends a study to assess the influence of organizational culture on student performance in National Examinations in Mombasa County.