

**ASSESSMENT OF THE EFFECT OF ORGANISATION CULTURE ON  
ORGANIZATIONAL PERFORMANCE IN PUBLIC SECTOR IN KENYA**

**(A CASE OF MINISTRY OF PUBLIC WORKS)**

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## ABSTRACT

Public sector organizations in Kenya have consistently performed below expected standards and are operating in a turbulent and in an ever changing global economy where each sector is seeking for its share to attain competitive advantage. The general objective was to assess the organization culture on organizational performance in the Ministry of Public Works in Kenya, while the specific objectives were; to examine the effect of communication on organization performance in the Ministry of Public Works, to assess the influence of employees' attitude on organization performance, to establish the influence of organizational change on organization performance, and to determine the influence of technology adaptability on organization performance. The research design was a descriptive research design with a target population targeting the employees in the Ministry of public works in Kenya. Stratified random sampling technique was used to select a sample size of 132 respondents. Data was collected using open and closed ended questionnaire whereby the inter-item reliability of the instrument was cronbach alpha 0.7 and was considered as reliable for the instrument. Data was analyzed by both qualitative and quantitative methods whereby quantitative data was analysed using both descriptive and inferential statistics. Descriptive statistics were presented by use of the mean, percentages and standard deviation while inferential statistics was analyzed by use of correlation analysis and multiple regression models at 5% level of significance. Findings were finally presented in charts, tables and graphs. The study revealed that organization culture supports performance at all levels of operation and policies at an adjusted  $R^2$  and is effectively communicated to enhance consistency in performance. Communication was significant at p-value ( $0.011 < 0.05$ ) and this allows organizations to capitalize on the creative potential of a diverse workforce in an economy that is increasingly becoming globalized. Companies achieve their effectiveness through shared values and norms which serve as control mechanisms to channel behaviors toward desired behaviors and away from undesired behaviors. The study recommended that in order to facilitate economic development, it is necessary to make significant improvements in the process of institutionalization and supporting employee attitude which was significant at p-value ( $0.007 < 0.05$ ) through motivational salaries, frequent trainings exposure and generally creating a conducive working environment for the ministry's staff hence improving the performance and the levels of service delivery in the government agencies.