

**IMPACT OF ORGANIZATIONAL CULTURE ON INSTITUTIONAL  
PERFORMANCE: A CASE STUDY OF THE CITY COUNCIL OF  
NAIROBI**

Mount Kenya University  
Kakamega Campus  
LIBRARY

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## ABSTRACT

Global trends indicate that due to a rapidly changing environment, public sector organizations have faced increased pressure from stakeholder groups demanding transparency and accountability in the management and provision of quality service delivery. The importance of Organizational Culture as a resource for improving performance cannot be overlooked in the move from Traditional Bureaucratic Culture to New Public Management. The purpose of the study was to determine the impact that Organizational culture, structure, leadership style, strategic direction and change had on performance.

The study adopted a descriptive research design with a target population of 655 employees. Systematic stratified sampling technique was used to divide employees into appropriate subgroups a sample size of 110 respondents was selected. Content analysis was used to validate qualitative data and quantitative analysis on numerical data by way of descriptive statistics on the closed and open ended questions through standard deviation, mean, frequencies and percentage, findings were presented in frequency tables, bar graphs and charts. Correlation and regression analysis was applied to analyze the degree of relationship between variables and determine type of relationship.

The study revealed that CCN had a hierarchical organisational culture and noted that the dimensions of organisational culture, structure, leadership style, strategic direction and change at the council influenced productivity and performance. Employees did not identify with the leadership style or relate with changes that have been initiated. The study recommends a transformational leadership style that promotes team work, training of staff, adoption of a flattened structure, embracing new technologies; improvement of employee satisfaction and commitment to building a strong culture for improved performance.