African Journal of Emerging Issues
Peer reviewed | Double blind | Interdisciplinary

African Journal of Emerging Issues (AJOEI)
Online ISSN: 2663 - 9335
Available at: https://ajoeijournals.org

FINANCE & ACCOUNTING

CORPORATE CULTURE: THE KEY TO PERFORMANCE IN EQUITY BANK, KENYA

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Publication Date: April 2025

ABSTRACT

Purpose of Study: The purpose of the research was to assess how Equity Bank Kenya's corporate culture affects performance by investigating power, person and task: to establish how power culture, person culture and task culture affects firm performance.

Problem Statement: The banking environment in Kenya has undergone major changes due to technological, regulatory, and competitive pressures, prompting a need for adaptive strategies. Despite evidence linking corporate culture to performance, limited research exists on its specific impact within Kenyan commercial banks like Equity Bank.

Methodology: The study used descriptive survey research design. The target population consisted of all 4,422 employees of Equity Bank Kenya proportionate stratified and random sampling techniques were used to select the sample. The Yamane (1967) formula was used in the study to obtain a sample of 367 respondents. Data was collected utilizing a structured questionnaire that was tested and found to be valid and reliable. A sample size of 367 respondents was obtained through the use of stratified random sampling. Version 26.0 of the SPSS program was employed to code and analyze the data. The results would crucial for academic researchers, regulators, and policy makers.

Result: The study found that power culture, role culture, task culture and employee culture had a positive significant influence on Equity Bank's performance in Kenya.

Conclusion: The study concludes that power culture encourages fast decision-making process within the organization. Role culture is characterized by well-defined and strictly enforced formal norms, processes, and organizational hierarchy. Task culture is often seen in businesses that use matrix or project-based structure designs and is characterized by a focus on project-oriented tasks.

Recommendation: The organization's management should create an atmosphere that allows workers to have autonomy in their decision-making. The firm should enhance its corporate core values by ensuring that they are more actionable, concise, and unambiguous. Additionally, it should conduct surveys among workers to determine which values should be eliminated or added, and match the values with the company's mission statement. The company should adopt a policy of transparency by consistently disclosing and acknowledging the achievements of the team, organization, or even individual accomplishments. The corporation should promote a culture that fosters workers' free expression of their thoughts and views, both in company-wide meetings and in personal interactions with their supervisors.

Keywords: *Power Culture, Person Culture, Task Culture, Corporate Culture, Commercial Banks*

INTRODUCTION

Due to the tough business features, many business managers struggle to thrive in a global marketplace that is highly competitive. Meeting the demands of several stakeholders and escalating global pricing competitiveness are key difficulties (Boboli & Reiche, 2014). The field of organizational management has seen substantial change over the last few decades. This is related to both the new, intense market competitiveness and the increasing diversity of the workforce in the majority of businesses according to Rhine and Christen (2012). Businesses are also being compelled by the workplace's intricate structure to look for management techniques that are more effective. Consequently, the business world is paying close attention to corporate culture (Boboli & Reiche, 2014).

Kotter and Heskett (2015) state that in the 1970s, researchers looking to figure out why Japanese companies were outperforming American ones made the initial link between an organization's culture and performance. It was found out that American businesses accepted their country's culture, which had not been effective for them, while Japanese firms embraced the Kaizen idea. The idea of organizational culture helps people distinguish between different businesses within a society, especially in regards to varying performance levels (Kotter & Heskett, 2015).

Research indicates a strong correlation between the culture of an organization and both its general performance and financial success. As per the findings of Awadh and Alyahya's (2013) research on the relationship between employee performance and organizational culture in a global setting, norms and values facilitate the effective and efficient management of tasks by employees. Rather than concentrating on any particular case, the study examined employee performance and company culture in general literature. According to Isa, Ugheoke, and Noor (2016), bureaucratic and supportive cultures significantly and favorably affect workers' performance in the public sector. Their research looked at the connection between Oman's worker performance and organizational culture. The focus of this study was Oman's government agencies. Analyzing employee performance and organizational culture is essential, especially for commercial banks because these businesses can have different cultures.

Atfraw (2019), focused on Berhan International Bank in Ethiopia, investigated how an organization's culture affected its employees' performance and determined that engagement, flexibility, and consistency all had a positive effec but, the look at focused on Ethiopian commercial banks, whose operational histories may additionally differ from the ones of Kenyan commercial banks. Investigating the connection between employee performance and organizational culture, with an emphasis on Bangladesh's telecom sector in particular, Uddin, Luva, and Hossian (2013) discovered that employee performance is significantly impacted by organizational culture. There is a methodological gap because the study was all qualitative and relied only on interviews, whereas the current study is quantitative and uses structured questionnaires. This study also focused on telecoms businesses, in contrast to the majority of current research on commercial banks.

Mbani *et al*. (2016) found that employees' performance is significantly impacted by organizational culture locally, specifically among Kenya Ports Authority personnel. But Kenya Ports Authority was the study's main subject. Given that companies may vary; it is imperative to take into account the impact that organizational culture has on worker performance when discussing commercial banks. The main focus of Mwashighadi and Kising'u's (2017) study was how organizational culture affects commercial banks' performance. They discovered that corporate culture improves banks' performance.

Nairobi, Kenya is home to Equity Bank Kenya Limited's headquarters, a provider of financial services. Kenya's Central Bank has authorized Equity, formerly known as Equity Building Society, to become a commercial bank. On December 31, 2014, Equity Building Society underwent a reorganization process in order to better achieve its objectives, and was subsequently renamed Equity Group Holdings Limited. Since its inception in 1984, Equity Building Society has achieved a number of notable firsts (Group Equity, 2023).

Since 2016, the Group has persisted in looking for opportunities to position Kenya as the financial services hub of the region. One approach to achieve this is by offering unique, high-quality products that are backed by cross-selling and categorization strategies, and by being responsive to customer expectations across all market segments (Equity Bank, 2023).

STATEMENT OF THE PROBLEM

Around the world, there have been significant changes to the type and state of the working environment for commercial banks, particularly with regard to technology, regulation, and competition. In light of these developments, they have returned to their board rooms to seek adaptable and revolutionary strategies (Jeucken & Bouma, 2015). This also applies to the banking industry in Kenya, where a number of developments are altering the environment in which banks operate. Equity Bank Kenya has experienced effects from a range of variables that have changed the environment in which the banking industry operates. Rules like the 2015 Banking Change Act, which covered loan fees at 4%above the central bank rate. Retrenchment and the use of technology platforms in banking sector operations are two coping techniques that have been studied in an effort to maintain performance (Kaiba, 2016).

Corporate culture expects a basic part in the show of associations, especially business banks. A number of research papers on corporate culture and company performance have shown strong and positive relationships between corporate culture, company performance, and corporate success. However, corporate culture can also play a silent killer role if it’s not aligned with a company’s strategy, purpose, and vision. For instance, a study on corporate culture and corporate performance by Shahzad (2012) Nyamongo (2013) Temesgen (2013), and a study by Oduol (2015). Furthermore, this study demonstrated the negative effects of corporate culture on company performance (Onuonga, 2014).

Nonetheless, this study's conclusions about the relationship between corporate culture and business performance are not entirely consistent. Additionally, this research focused on different contexts; some looked at organizational performance in general, while others focused on commercial banks. There's not a lot of research out there about how corporate culture can affect how well a bank does in Kenya. This case study explored how Corporate Culture affects the performance of Commercial Banks in Kenya, specifically Equity Bank.

OBJECTIVES OF THE STUDY

i. To ascertain the effect of power culture on performance of equity bank in Nairobi City County Kenya.
ii. To establish the effect of role culture on performance of equity bank in Nairobi City County Kenya.
iii. To determine the effect of task culture on performance of equity bank in Nairobi City County Kenya.
iv. To determine how employee culture affects performance of equity bank in Nairobi City County Kenya.

LITERATURE REVIEW

Theoretical Review

Resource Based View

The RBV Hypothesis is a thought of vital administration that core interests on the significance of a business enterprise's very own inner sources and abilities in attaining a lasting competitive benefit. This theory was first developed in the 1950's by a British economist by whom it was further developed and popularized in the 1980's and 1990s by the academician Jay Barney and the economist Wernerfelt. Pearce and Robinson (2016) indicate that RBV theory became formulated in reaction to the inadequacies of outside evaluation frameworks, together with the Porter's 5 forces model, which validated the impact of outside elements along with market structure and competition on an organization's aggressive role. RBV principle, but, emphasizes the importance of a firm's internal assets and capabilities in organizing a long-lasting comparative advantage.

However, there are still some issues with RBV theory. One potential limitation of the theory could be its practical application, as it can be challenging and time-consuming to identify and develop distinctive resources and abilities (Lubis, 2022). Moreover, RBV theory highlights the ability to make strategic decisions in the face of ambiguity and the allocation of resources which is not sufficient to anchor a task competence culture and a person or support culture that is centered on employee wellbeing. To address this issue, Research Based Volatility (RBV) theory was employed in the current study. A task competence culture is a set of skills that are knowledge, and abilities required by an organization to perform specific tasks and activities (Pearce & Robinson, 2016). To obtain a sustainable competitive advantage, the RBV theory emphasizes how important it is to develop and apply these competencies. On the other hand, Ciszewska *et al.*, (2015) suggest that man or woman or aid culture is a hard and fast of standards, values, and attitudes that influence the conduct and attitudes of personnel inside an organization.

RBV hypothesis has arisen as a recognized thought in essential control, offering a valuable system for skill how associations can broaden and leverage their personal assets and abilities to advantage a competitive benefit over the long term (Libus, 2022). Despite its shortcomings, the RBV theory is likely to be beneficial for businesses attempting to achieve and preserve a competitive edge in the rapidly changing business landscape of the present day. Through the application of RBV theory to Equity Bank Kenya, a study was conducted to explore how the company was able to identify and create a distinct organizational culture, which aligns with the strategic objectives of the business and can lead to enhanced organizational performance in the long run.

Dynamic Capability Theory

The concept of dynamic capability theory was first proposed by Professor David Teece, of the Haas Business School, at the end of the 1990s. It is a concept that is widely accepted by strategic managers, as it implies that a company can generate long-term competitive advantages by adapting to changing market conditions. Reacting to the inadequacies of traditional resource-driven business models, Teece developed Dynamic Capability theory, which emphasizes the utilization of capabilities and fixed assets to maintain competitive edge (Wang *et al.*, 2023). In Teece's view, a firm's ability to continually learn, evolve, and adjust to changing conditions is a key determinant of its long-term prosperity.

The fundamental concept underlying dynamic capability theory is according to Wang and Liu (2023), is that companies need a set of dynamic capabilities to enable them to adjust to changing market circumstances by developing, reallocating, and integrating resources and skills. Some of these dynamic traits include sensing, seizing, and transforming, which assist businesses in identifying new opportunities, capitalizing on them, and modifying their present capabilities and resources to take advantage of them. Dynamic Capability Theory provides a framework for comprehending how organizations can maintain their competitive edge over time. It emphasizes the significance of lifelong development and adaptability, which are essential for long-term success in the ever-changing business landscape.

Dynamic capability theory (DCT) has turned into an essential piece of vital administration because of its capacity to give a down to earth structure to grasping how associations can create and keep a competitive edge in the long term (Wang *et al*., 2023). However, it is essential to be cognizant of the theoretical limits when applying them to real-world situations. The Dynamic Capacity Theory (DCT) provided a framework for exploring the capabilities of power or manipulate culture and role culture in the context of the existing take a look at. The DCT could be of paramount significance in comparing the consequences of non-stop mastering and adjustment on the performance.

Edgar's Schein Theory of Organization's Culture

The hypothesis of hierarchical culture was first evolved by Edgar Schein during the 1980s, who was previously an employee at the Massachusetts Organization of Innovation's (MIT) Sloan School of the board. This organizational behavior concept emphasizes how shared beliefs, presumptions, and concepts affect how workers act and perceive their workplace (Peterson, 2010). Bashayreh (2019) show that the inadequacies of traditional theories of organizational behavior, which heavily emphasized how behavior and motivation of individuals influenced organizational outcomes, served as the impetus for the development of organizational culture theory. Schein contends that the commonplace values, assumptions, and organizational subculture is the set of ideals that shape the behavior and movements of an organization's employees those beliefs significantly influence the effectiveness of the enterprise.

Organizational culture theory is based on the fundamental premise that organizational subculture is composed of a collective set of beliefs, assumptions, and values that have an impact on the conduct and attitudes of personnel, those shared values and ideals can be expressed through rituals, memories, and emblems, which can have a sizeable impact on employee behavior and attitudes. As a end result, Wang and Liu (2023) observe that organizational subculture principle provides a framework for comprehending how organizational culture influences employee conduct and attitudes, and the way it can be used to beautify organizational performance. The idea holds that developing a positive and strong corporate culture is essential for both obtaining a competitive edge and raising employee motivation and engagement.

All things considered, the field of organizational behavior has come to value organizational culture theory more and more. It offers a valuable foundation for comprehending on how employee attitudes and behavior within an organization are influenced by shared values, assumptions, and beliefs. Despite certain limitations, Bashayreh (2019) indicate that managers and other leaders may find the theory to be a helpful tool in increasing productivity and developing a positive workplace culture. This theory therefore applied to the study of how Equity Bank Kenya's corporate culture shapes employees' attitudes and behaviors and how this influences performance.

Review of Empirical Literature

Corporate Culture and Organization Performance

Hang *et al*. (2021) explored the connection between corporate performance and organizational culture in Vietnam-based businesses. Data were gathered for the study using a firm performance indicator, a work satisfaction survey, and a multifactor culture questionnaire. The study discovered that creative and supportive workplace cultures had positive and significant effects on worker satisfaction and company performance. The survey claims that employees favor working for organizations with strong team chemistry, a creative and innovative culture, and minimal micromanagement. The study finds that organizational culture enhances performance and productivity.

Khedekar and Joseph (2020) conducted an assessment on the perspectives of 210 individuals within a prominent information technology corporation in relation to the influence of corporate culture on the operational effectiveness within the Indian information technology sector. In this investigation, partial least path modeling (PLS-PM) was employed, and the findings demonstrated that every aspect of corporate culture significantly contributed to the elucidation of variations inside the organizational overall performance of the IT agency analyzed.

The research performed through Oberfoll *et al.* (2018) delves into the problem inside a German context. Employing a diverse array of case studies, the researchers examine the operations of five German multinational corporations specializing in automotive components. The findings of the study reveal the existence of a noteworthy correlation between the organizational culture of these companies and various factors influencing organizational performance, including customer satisfaction, employee well-being, employee turnover, and sales figures. Businesses that incorporate cultural values into their hiring practices, selection standards, and training typically outperform those that employ rigid approaches by ten to twenty percent.

According to Ahmad (2022) in a research carried out to examine to research the have an effect on of organizational tradition on managerial practices in the context of Pakistan. The number one goal of this has a look at was to comprehensively recognize and evaluate the affiliation among the numerous elements comprising corporation's culture and its universal overall performance. Employing correlation and regression analysis, the findings of this study suggested that two specific cultural characteristics, namely dependability and resilience, exerted a significant impact on management practices. Consequently, the study arrived at the inference that organizations with a robust organizational culture cultivate an environment that promotes teamwork, empowers employees, and optimizes their potential. Consequently, it is imperative for these businesses to prioritize employee training in order to ensure the seamless functioning of operational domains and enhance organizational performance.

According to Ponnu and Hassan (2021) in an investigation into the impact of corporate culture on performance management within the insurance sector. The study encompassed five distinct elements: communal, mercenary, network, fractured culture, and adaptive perspective. The research findings unveiled a correlation between organizational cultures and strategies implemented for management. Nevertheless, it was observed that diverse corporate cultures harbored contrasting perspectives concerning performance management.

Mba *et al.* (2023) looked at on the influence of corporate tradition on the performance of individuals employed in the organization. The outcomes demonstrated a notable correlation between enhanced worker dedication and effectiveness, as well as the culture established within the organization. The research findings propose that a people-centric corporate culture ensures that employees are acknowledged as essential collaborators in the attainment of performance objectives and, consequently, are empowered to identify and resolve concerns.

The impact of telecom companies' organizational cultures on their performance in Mogadishu, Somalia was investigated by Abdulkadir *et al.* (2019). The investigation revealed that the attainment of educational accomplishments applied a positive and imperative effect on helpful, serious, and enterprising societies. In an exhaustive study looking at the connection between hierarchical culture and execution, Shahzad *et al*. (2020) discovered that organizational culture significantly affected personnel, organizational performance, and various business procedures. Furthermore, this particular study exemplified that an enhancement in performance will occur when personnel exhibit unwavering commitment to the company's established principles and ideals. In order to bolster organizational performance, it is imperative for managers to cultivate a robust culture that permeates both their own actions and the interactions among their subordinates.

Fakhar *et al*. (2019) discovered in another study that innovation, risk-taking, customer service, communication systems, and motivator programs impacted corporate work execution. The study concentrated on how corporate culture affects workers' job performance in Pakistani software companies. The researcher makes the case that workplace cultures that prioritize employees are essential. Employees ought to be seen as essential collaborators in enhancing performance and provided with the resources they need to recognize and address issues in accordance with a people-centered culture.

According to Ghimire and Dahal (2021) in a study on Nepalese commercial banks' engagement, homogeneity, and adaptability cultures affected the success of their businesses from the viewpoint of their workers. In order to gather information about the cultural influences on shareholder value, a descriptive study design was employed. A survey questionnaire was used in this investigation. A survey was conducted among 394 employees of commercial banks in Nepal to evaluate the corporate cultures of the banks. It looked at participation, consistency, and flexibility. Consistency was found to be a weak predictor of organizational performance, while adaptability was found to be the most significant predictor, with the highest and lowest beta values. These results demonstrated the value of traits like consistency and adaptability in assessing an organization's performance. The inference can be drawn that the presence of adaptability cultures significantly influences the operational efficiency of a company. This phenomenon fosters insight into cultural dimensions that organizations, particularly banks, often overlook, particularly in the context of Nepal. It is imperative for commercial banks to prioritize the cultivation in their competitive cultures with the aid of nurturing adaptable human values that align with their targets.

RESEARCH METHODOLOGY

Research Design

A research design alludes to the comprehensive strategy used to carry out a study with the purpose of addressing the research question (Mugenda & Mugenda, 2003). The researcher utilized a descriptive study design, a systematic approach to investigation that seeks to acquire a comprehension of a certain subject. The descriptive way of presenting information made it the most suitable strategy to utilize in the research, as it facilitated comprehension and interpretation. The methodology used questionnaires to get data from participants.

Target Population, Sampling and Sample Size

A population is a collection of people or things from whom samples are obtained for measurement (Kombo & Tromp, 2006). According to Mugenda and Mugenda (2008) a population is composed of each member of a specific group. As per an Equity Bank report for 2021 there are 4,422 managers and staff members of Equity Bank Kenya.

A sampling technique refers to the method used to recruit subjects from the target population for the research study. Sampling reduces the amount of time and money required to investigate the whole population (Etikan, Alkassim & Abubakar, 2016). Proportionate Stratified and random sampling was used with employees being categorized into top managers, middle managers and subordinates. After that, a random selection of respondents was carried out, taking into account the proportional representation of each stratum of the population.

The research used Yamane's (1967) sampling formula shown below for determining the sample size.

$$N = N/ ((1+N(e)^2))$$

$$n= 4422 / ((1+4422*(0.05^2) = 367$$

Therefore, 367 employees was selected for the survey. This ensures that the study participants belong to the target group.

Data Collection Instruments

Primary data was used for this study since it provides first-hand information, thus allowing the researcher to explore the study variables in a manner that is tailored to achieve the study objectives. For this study, primary data gathering instrument was a structured questionnaire. The questionnaire was structured into three, section a consisted of the background, section B independent variable and section C dependent variable. It assisted in gathering unobservable data, such as respondents' views, opinions, and feelings, and is simpler to administer as indicated by Kumar (2019).

FINDINGS AND DISCUSSIONS

Descriptive Statistics Results

Power Culture

The study sought to ascertain how Equity Bank's performance in Kenya is impacted by power culture. The descriptive statistics results are presented in Table 1:

Table 1: Power Culture

Statements	M	SD
Decision-making tends to be swift within the bank	4.05	0.95
There is a division of labor among our bank's personnel.	4.08	0.92
The bank is dominated by a small number of individuals.	4.30	0.70
The bank employs a top-down communication approach predominately.	4.55	0.45
The bank operates with few rules	3.05	1.95
The bank operates with little bureaucracy	3.41	1.59
Teams frequently lack the necessary authority to complete tasks efficiently.	4.15	0.85
People are adaptable when changes are necessary	4.56	0.44
People are flexible when changes are necessary	4.62	0.38
Aggregate Score	**4.09**	**0.91**

Source: Research Data (2024)

The results in Table 1: show that the participants agreed that Equity Bank's performance in Kenya was impacted by power culture as shown by an aggregate mean score of 4.09 and a std dev of 0.91. This result aligns with the observation made by Kotter and Heskett (2005) that an organization's power culture derives from a single source of order that has an impact on the whole thing. This suggests that the links that bind organizational members to the center of power are authority and practicality.

The respondents strongly agreed with the statements that; people are flexible when changes are necessary (M=4.62, SD=0.38), people are adaptable when changes are necessary (M=4.56, SD=0.44) and that the bank employs a top-down communication approach predominately (M=4.55. SD=0.45). The finding agrees with Kerlavaj, Su, and Huang (2013) who observe that a energy subculture have to coexist peacefully with its surroundings. Gaining the higher hand necessitates a sturdy tradition, because of this it must enable the business to run in a manner so as to increase revenue, cut expenses, and improve the organization's financial performance.

The respondents agreed with the statements that; bank is dominated by a small number of individuals (M=4.30, SD=0.70), teams often lack the authority needed to get the job done effectively (M=4.15, SD=0.85), there is a division of labour among our bank's personnel (M=4.08, SD=0.92) and that decision-making tends to be swift within the bank (M=4.05, SD=0.95). The finding agrees with Martins and Terblanche (2013) who observe that a strong culture must be unusual, which implies that it needs to have unique characteristics that set it apart from the cultures of numerous other companies in the same sector.

The respondents indicated neutral on the claim that; the bank operates with little bureaucracy (M=3.41, SD=1.59) and that the bank operates with few rules (M=3.05, SD=1.95). The finding is contrary to Martins and Terblanche (2013) who observe that competitors should find it difficult to copy a company's culture; even supposing they are privy to successful organizational cultures; they would not be able to accomplish that.

Role Culture

The study sought to ascertain how Equity Bank's performance in Kenya is impacted by role culture. The descriptive statistics results are exhibited in Table 2:

Table 2: Descriptive Measure for Role Culture

	M	SD
The bank has well defined tasks for employees	4.55	0.45
The bank's workforce is characterized by their respective responsibilities rather than as distinct people.	4.54	0.46
The bank has a well-designed organizational structure that adheres to bureaucratic principles.	4.84	0.16
Adhering to the guidelines of this bank is of utmost importance.	3.94	1.06
Adapting and responding to forceful environmental changes is straightforward.	4.11	0.89
Authority is based on job titles in my organization.	4.23	0.77
Decision-making power is based on positions in my organization.	4.50	0.50
Aggregate Score	**4.39**	**0.67**

Source: Research Data (2024)

The results in Table 2 show that the participants agreed that Equity Bank's performance in Kenya was impacted by role culture as shown by an aggregate mean score of 4.39 and a std dev of 0.67. The outcomes are congruent with Wambura and Muchemi (2018) who use post and bar shapes to address custom. The primary thought of the photograph is that each post and pillar fills a particular need to keep up with the underlying respectability of the structure. Because of this, even in situations where the role would still exist without them, people are still seen as role occupants by the role culture.

The respondents strongly agreed on the statements that; the bank has a well-designed organizational structure that adheres to bureaucratic principles (M=4.84, SD=0.16), the bank has well defined tasks for employees (M=4.55, SD=0.45) and that the bank's workforce is characterized by their respective responsibilities rather than as distinct people (M=4.54, SD=0.46). The discovery aligns with the research conducted by Kang, I'm, and Park (2018), which indicates that a role culture enables individuals to exert influence and experience a sense of autonomy in their work environment. It facilitates formal institutions, such as large corporations, in carrying out their activities in accordance with the necessary requirements.

The respondents agreed on the claims that; authority is based on job titles in my organization (M=4.23, SD=0.77), Adapting and responding to forceful environmental changes is straightforward (M=4.11, SD=0.89) and that adhering to the guidelines of this bank is of utmost importance (M=3.94, SD=1.06). The findings align with the research conducted by Belias, Velissariou, Kyriakou, Gkolia, Sdrolias, Koustelios, and Varsanis (2016), which suggests that a role culture ensures clear definition of roles and enables tasks to be completed without significant cognitive effort or innovation from employees.

Task Culture

The study sought to ascertain how Equity Bank's performance in Kenya is impacted by task culture. The descriptive statistics results are exhibited in Table 3

Table 3: Descriptive Measure for Task Culture

	M	SD
Employees have self-knowledge and awareness about their responsibilities	4.55	0.45
Collaboration among the workforce is strongly promoted.	4.28	0.72
Employees at this bank are given work based on their skills.	3.58	1.42
The employees at this bank always strive to discover innovative solutions to challenges.	4.05	0.95
The personnel are allocated duties based on their skills, competences, and knowledge.	4.75	0.25
Employee are encouraged to utilize their talents	4.65	0.35
Employee creativity is valued	4.11	0.89
Employee innovation is rewarded	3.94	1.06
Aggregate score	**4.25**	**0.75**

Source: Research Data (2024)

The results in Table 3: show that the respondents agreed that Equity Bank’s performance in Kenya was impacted by task culture as shown by an aggregate mean score of 4.25 and a std dev of 0.75. The finding agrees with Cacciattolo (2014) who indicate that task cultures encourage a high degree of autonomy, open communication within teams, performance-based assessment, and recognition based on aptitude rather than position or age, the task culture is best suited in situations where affectability and situational adjustment are critical, the marketplace is distinctly aggressive, an item’s shelf existence is confined, or speedy reaction times are required.

The respondents strongly agreed on the statements that; the personnel are allocated duties based on their skills, competences, and knowledge (M=4.75, SD=0.25), employee are encouraged to utilize their talents (M=4.65, SD=0.35) and that employees have self-knowledge and awareness about their responsibilities (M=4.55, SD=0.45). The findings align with Samuel, Roehr-Brackin, Pak, and Kim's (2018) observation that in a Task Culture, individuals' talents are highly regarded and team members who lack skills or competence are not appreciated.

The respondents agreed on the claims that; team work among the employees is highly encouraged (M=4.28, SD=0.72), employee creativity is valued (M=4.11, SD=0.89), employees at this bank always strive to discover innovative solutions to challenges (M=4.05, SD=0.95), employee innovation is rewarded (M=3.94, SD=1.06) and that personnel are allocated duties based on their skills, competences, and knowledge (M=3.58, SD=1.42). The findings align with the observations made by Yang, Hartanto, and Yang (2021), which indicate that task-based cultures promote efficiency, productivity, and the attainment of particular objectives, while relationship-based cultures place emphasis on cooperation, collaboration, and employee engagement.

Employee Culture

The study sought to ascertain how Equity Bank's performance in Kenya is impacted by employee culture. The descriptive statistics results are presented in Table 4

Table 4: Descriptive Measure for Employee Culture

Statements	M	SD
New ideas are readily accepted here	4.51	0.49
The employee's well-being is important to the management	4.54	0.46
Individuals focus on their own careers	4.63	0.37
Hierarchies do not exist in my organization	3.87	1.13
Employees feel that they are more important than their organization	3.61	1.99
In my bank there is no collective identity or goal.	3.73	1.57
In my bank there is high power distribution	4.52	0.48
In my bank there is low cooperation level	4.57	0.43
Aggregate Score	**4.06**	**0.94**

Source: Research Data (2024)

The findings in Table 4: demonstrate that participants agreed that Equity Bank's performance in Kenya was impacted by employee culture as shown by an aggregate mean score of 4.06 and a std dev of 0.94. The finding agrees Cameron and Quinn (2005) who indicate that with Organizations with strong cultures tend to think that they stand out from the crowd and are better than everyone else. Consequently, the company's primary goal is to provide jobs for people.

The respondents strongly agreed on the claims that; individuals focus on their own careers (M=4.63, SD=0.37), in my bank there is low cooperation level (M=4.57, SD=0.43), the employees well-being is important to the management (M=4.54, SD=0.46) and that in my bank there is high power distribution (M=4.52, SD=0.48). The finding aligns with Shaari's (2019) assertion that a well-defined organizational culture serves as a guiding principle for determining suitable candidates for employment. While it is crucial to recruit skilled individuals who possess the requisite abilities to do a particular job, it is as essential to attract individuals who align with the culture you are cultivating.

The respondents agreed on the statements that; Hierarchies do not exist in my organization (M=3.87, SD=1.13), in my bank there is no collective identity or goal (M=3.73, SD=1.57) and that employees feel that they are more important than their organization (M=3.61, SD=1.99). The findings align with Kotter and Heskett's (2005) assertion that person culture places emphasis on the individual, sometimes referred to as the support culture, and any structure inside it largely serves to assist the individuals living therein.

Organizational Performance

The research sought to ascertain the Equity Bank's performance and the descriptive statistics results are exhibited in Table 5

Table 5: Descriptive Measure for Organizational Performance

Statement	M	SD
Total bank assets have grown over time	4.05	0.95
The number of branches network have increased	4.01	0.99
The bank has adequate capital	3.36	1.64
The banks market share has increased	4.59	0.41
Our customers are satisfied	4.61	0.39
My bank is financial stability	3.42	1.58
The banks non-performing loans have reduced	3.34	1.57
The bank has high consumer retention rate	4.52	0.48
Aggregate Score	**3.99**	**1.01**

The results displayed in Table 5: shows that the respondents acknowledged the influence of corporate culture on Equity Bank's performance in Kenya. This is evident from the aggregate mean score of 3.99 and a std dev of 1.01. The findings corroborate the research conducted by Lee and Yu (2019), which investigated the effect of corporate culture on organizational performance. It was observed that culture has a significant influence on several organizational processes and performance.

The respondents strongly agreed on the statements that; their customers are satisfied (M=4.61, SD=0.39), the banks market share has increased (M=4.59, SD=0.41) and that the bank has high consumer retention rate (M=4.52, SD=0.48). The finding agrees with Janicijevic (2012) who defines corporate culture as an organization's common values, customs, and beliefs that form the basis for creating and putting into practice strategy. He maintains that for a plan to materialize and be effectively executed, it must be consistent with corporate culture.

The respondents agreed on the claims that; total bank assets have grown over time (M=4.05, SD=0.95) and the number of branches network have increased (M=4.01, SD=0.99). The finding agrees with Kotter (2012) who posits that corporate culture can be viewed as a control mechanism that is both formal and informal, based on social mechanisms, behavioral standards, organizational routines, and procedures. They also agree that corporate culture is likely to improve the efficiency with which business resources are allocated because of a few key elements that effectively address individual efforts toward common goals.

The respondents indicated neutral on the claims that; their bank is financial stability (M=3.42, SD=1.58), the bank has adequate capital (M=3.36, SD=1.64) and that the banks non-performing loans have reduced (M=3.34, SD=1.57). The finding agrees with Mashal and Shaima (2014) who indicated that an organization's performance, according to is determined by contrasting its actual performance with its objectives and anticipated results. The widespread perception that organizational culture and performance may be positively correlated, which could improve an organization's performance, is one of the main drivers behind research into this relationship.

Multiple Regressions Analysis Results

Multiple regressions analysis was done to estimate the relationship between dependent variable and independent variables. The results are exhibited in Table 6

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841	.707	.698	1.548

Source: Research Data (2024)

Table 6: displays a model summary that gives information on the regression line's capacity to explain the overall variance in the dependent variable. The corrected R square value of 0.698 (69.8%) indicates the level to which the performance of commercial banks in Kenya was affected by power culture, role culture, task culture, and personnel culture. This indicates that the remaining 30.2% is attributed to unexamined variables.

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	260.185	4	65.046	241.688	.002
	Residual	95.004	353	0.2691		
	Total	345.199	357			

Source: Research Data (2024)

The findings exhibited in Table 7: demonstrate that the significance value is less than 0.05 at 0.002. In addition, the statistical f value is 241.688 which is greater than the statistical mean value of 65.046. Therefore, this confirms the model was significant.

Table 8: Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.763	.284		2.687	.002
	Power culture	0.806	.452	3.514	1.783	.000
	Role culture	0.791	.375	2.961	2.109	.001
	Task culture	0.675	.338	4.215	1.997	.000
	Employee culture	0.748	.119	1.178	6.286	.001

Source: Research Data (2024)

The results displayed in Table 8: indicate that the performance of commercial banks in Kenya would remain constant at a value of 0.763, even when power culture, role culture, task culture, and staff culture are held constant. The research revealed that enhancing power culture, role culture, task culture, and staff culture would result in a significant rise in the performance of commercial banks in Kenya. Specifically, power culture improvement would lead to an 80.6% increase, role culture development would result in a 79.1% increase, task culture improvement would yield a 67.5% increase, and employee culture improvement would contribute to a 74.8% increase.

The established regression equation was as follows;

Organizational performance = 0.763 + 0.806 (power culture) + 0.791 (role culture) + 0.675 (task culture) + 0.748 (employee culture)

The study found that power culture had a t value of 1.783 and significance value of 0.000. This indicated that power culture was positively and significantly related with the performance of commercial banks in Kenya. The finding agrees with the finding of the study by Hang *et al.* (2021) which explored at the connection between corporate performance and organizational culture in Vietnam-based businesses. The study discovered that creative and supportive workplace cultures had positive and significant effects on worker satisfaction and company performance.

The study demonstrated that role culture had a positive significant influence on the performance of commercial banks in Kenya as demonstrated by t-value of 2.109 and a significance value of 0.000. The finding agree with Khedekar and Joseph (2020) who conducted an assessment on the perspectives of 210 individuals within a prominent information technology corporation in relation to the influence of corporate culture on the operational effectiveness within the Indian information technology sector.

The findings demonstrated that every aspect of corporate culture significantly contributed to the elucidation of variations inside the organizational overall performance of the IT agency analyzed.

The study ascertained that task culture had a positive significant influence on the performance of commercial banks in Kenya as demonstrated by t-value of 2.109 with significance value of 0.000. The finding concurs with Ahmad (2022) who carried out research examine to research the have an effect on of of organizational tradition on managerial practices in the context of Pakistan. The findings of this study revealed that two specific cultural characteristics, namely dependability and resilience, exerted a significant impact on management practices.

The study found that employee culture had a positive significant influence on the performance of commercial banks in Kenya as indicated by t-value of 6.296 with significance value of 0.001. The finding is consistent with Ponnu and Hassan (2021) who conducted an investigation into the impact of corporate culture on performance management within the insurance sector. The findings of the study unveiled a correlation between organizational cultures and strategies implemented for management.

CONCLUSION

The study concluded that power culture encourages fast decision making process within the organization. The strength of culture lies in its ability to motivate individuals to push themselves, overcome challenges, and provide mutual support in a manner that, when executed well, cannot be replicated. Organizational culture has a significant influence on performance and ultimately determines the success of a business. Leaders who understand the importance of culture may harness its power to enhance employee engagement, stimulate creativity, establish trust, encourage a customer-centric attitude, and cultivate a culture of continuous learning

The study concluded that Role culture is characterized by its well-established formal norms and processes, as well as a well-defined organizational hierarchy that is strongly enforced and widely known. Employees possess a clear comprehension of their responsibilities, and there are well defined protocols and procedures to adhere to. Role culture empowers individuals to exert control and autonomy in their work environment. It facilitates formal institutions, such as large corporations, in carrying out their activities in accordance with the necessary requirements. The management may have confidence that jobs are well defined and that activities will be completed without necessitating significant cognitive effort or creativity from the staff.

The study concluded that task culture is characterized by a focus on projects and is often seen in organizations which utilize matrix or project-based structure designs. The primary focus is on achieving the task, and the culture aims to unite the necessary resources and individuals with suitable expertise to collaborate and successfully accomplish a certain project. Task culture enhances the efficacy of cooperation and group effort by facilitating the inclusion of several individuals who may contribute to speedy decision-making and easy sharing of ideas. This team is empowered to maximize efficiency by including coworkers in shared initiatives and duties.

The study concluded that employee culture provides an opportunity for workers to establish connections and develop relationships, which may enhance job satisfaction and improve overall productivity. Task culture has the benefit of reaching conclusions that are unanimously approved by all members, hence minimizing opposition among the workforce towards the decision. Groups, by focusing on one job at a time, might produce solutions that a busy manager would not see due to their attention being divided. One key to the success of the banking sector in Kenya is how to have good corporate culture, so as to improve the performance of banks.

RECOMMENDATIONS

The study recommended that the organization's management should create an atmosphere that allows workers to express their opinions. The listening should generate ideas, listening would ease conflicts and listening would also help create an even better company culture thereby encouraging active communication across the organization. This enhances the robustness of employee-employer relationships and may facilitate the resolution of conflicts. Promoting cooperation among workers enhances the concept of teamwork. A culture of collaboration emphasizes the liberty for people and teams to engage in active communication and exchange of information. This fosters the dismantling of barriers between departments, promoting a culture of transparency and collaboration for the purpose of exchanging ideas and knowledge.

The study recommended that the organization should overhaul the company's fundamental values by ensuring that they are more practical and easily implemented. This can be achieved by simplifying and streamlining the values. Additionally, it would be beneficial to conduct surveys among workers to determine which values should be eliminated or added. It is also important to connect the values with the company's mission statement. The business should provide time specifically for team-building activities with an emphasis on fostering teamwork to cultivate trust, communication, and cooperation among workers. The company should foster a collaborative atmosphere by forming heterogeneous, inclusive teams of individuals from all backgrounds and life experiences.

The study recommends that the organization should embrace transparency by always sharing and recognizing the successes of the team, organization, or even individual success. This motivates employees to hear the positive results of their hard work. The organization should provide chances for workers to engage with one another, since this fosters trust, enhances the corporate culture, and boosts employee retention. Just as crucial as acknowledging individual efforts is commemorating organizational successes and milestones as a collective. Employees have a sense of ownership when they are included into the larger strategy team, and including them in celebrating significant accomplishments enhances transparency within the organization.

The study recommends that, the organization should promote a culture that fosters free expression of ideas and views from workers, both in company-wide gatherings and in one-on-one interactions with their supervisors. Place a strong emphasis on originality and ensure that management actively acknowledge and commend these innovative ideas. This will serve to motivate other workers to similarly take similar risks in the future. The company should promote robust work connections to foster employee well-being and motivation. Implement a strict policy that does not tolerate any kind of unethical, unlawful, or discriminatory conduct in the company. It is essential for employees to be familiar with the proper methods of communication while interacting with their superiors and colleagues. The study suggests that further studies should be carried out that focus on different measures of corporate culture that have not been studied to address a conceptual gap identified in the regression model accounting for 30.2%. Further, the study focused on commercial banks particularly Equity Bank. Therefore, a contextual gap may be addressed by carrying out a study that focuses on other commercial banks in Kenya.

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