

# ROLE OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF DEVOLVED GOVERNMENT IN KENYA: A CASE OF LAIKIPIA COUNTY

<sup>1</sup>Mary Wanjiru Mwangi, <sup>2</sup>Dr Ephantus Kihonge

<sup>1</sup>Student of Masters of Science in leadership and Governors

<sup>2</sup>Lecturer; Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurship and Procurement,  
P.O Box 62000-00200 Nairobi, Kenya

---

**Abstract:** Organization's culture has a strong effect on all of those who are attached with the organization. It is considered that culture is invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look in to. This research sought to study the role of organizational culture on performance of devolved government in Kenya a case of Laikipia County. Specifically, the study sought to; determine the role of rational management, induction, code of conduct and employee values on enhancing performance of devolved government. Descriptive research design was used for this study whose target population was the employees of Laikipia County Government. A sample of 4 top level management, 20 middle level management and 80 lower level management that total up to 104 respondents were picked from the eight department of the County government using systematic cluster sampling method. Primary data was collected using a questionnaire. Secondary data was also used. Analysis was done using SPSS version 23. The findings of this study is of importance to the management of Laikipia County Government in understanding the success and challenges of organizational culture that enhances performance of devolved government in Kenya. This contributes to improvement in enhancing performance of the employees and the management in the counties. The study is also of value to the academicians and future researchers as it adds knowledge to the field of organizational culture and give an understanding on the relationship between organizational culture and performance of devolved government. Other than adding value to the body of knowledge, the study acts as a basis for further research on various aspects under study. The findings, revealed that rational management positively influences the performance of devolved government. The Laikipia government management does training of employees as a type of rational management. The employees do not a common conviction in decision-making. The employees are not inducted in to the system and the new employees' socialization with other employees is enhance by the managers through team work. The leaders integrate the new employees into the system and new employees do not understand the organization's employment philosophy. The findings showed that there were no norms prevailing among employees and the management was not committed to the most experienced staff. The code of conduct facilitates the transition from traditional business and there are no standards prevailing that promote creativity and innovation. It was found out that employees' values influence the performance of devolved government positively. Positive attitude was not an aspect of employees' values that the county employees did not possess. The study recommends that the management to come up with programs of enhancing staff induction, rational management, employees code of conduct and employee's values.

**Keywords:** organizational culture, performance, devolved government.

---

## 1. INTRODUCTION

### Background to the Study:

A growing body of evidence demonstrates that culture affects the process of decision making in organizations in many ways. The evidence suggests that in a specific cultural context a particular form of participative decision making is more appropriate than others (Sagie and Aycan, 2003; Dorfman et al., 2004), some sources of guidance are preferred in event performance (Smith, 2002), and some conflict performance approaches favored over others. Understanding such relationships may help to increase organizational effectiveness and employee commitment by encouraging the adoption of culturally appropriate organizational processes and practices.

An organizational culture poses a threat to the changes. However, organizational culture can also be advantageous in the application of e-performance. Managing organizational culture is critical for bringing organizational values, beliefs, regulatory norms and organizational expectations to life, supporting the implementation of its strategies, promoting adaptation, goal attainment and sustainability (Cooke, 2002). Organization culture is referred to as the behaviors that contribute to unique social and psychological environment of an organization. It includes the organization's expectations, experiences, philosophy, and values that holds it together. It is expressed in its inner workings, its self-image, interaction with the outside world, and future expectations. It is based on shared attitudes, custom and norms, beliefs and values (Cooke, 2002). Peterson et al., (2003) propose that societal culture shapes the context of group decision making in organizations.

Organizational culture has an important influence on the behavior of individuals within the culture, even given their own unique situations and characteristics. Any attack on or resistance to the organization's cultural elements will face rejection. Consequently, organizational culture plays a significant role in resistance when individuals change from one setting to another within the organization. Culture works to both expand the horizons and frame the perceptions of individuals working within its environment. That is, the culture of the organization forms a frame of reference for the individual's interpretation of events and activities. Moreover, it helps to predict the behavior of individuals and groups. In general, when an individual is facing a particular situation or problem, he or she acts according to his or her culture; it is difficult to predict a person's behavior without any knowledge of the person's culture (Assaf, 2003, p. 124). The significance of organizational culture is that it provides a framework for organizing and directing organizational behavior, in the sense that the organizational culture affects employees and the behavior required of them within the organization. It is therefore concluded that organizational culture is characterized by a number of qualities which are shared among employees, can be learned, and can be passed on to new employees hence having positive or negative impact in performance. It is important to recognize that no organization's culture is exactly like the culture of another, even if they are operating in the same sector. Every organization's culture develops along many different dimensions. For example, organizations differ with respect to the age of the organization; patterns of contacts; work systems and procedures; the process of the exercise of power; leadership style; values and beliefs. If an organization wants to protect its culture, it constantly strives to attract employees who are compatible with its values, beliefs, and philosophy.

In Kenya, this was after years of the post-independence approach of Local Governments which embraced a strong centralized governance structure and which had been meant to resolve the regional development challenges but apparently failed. This is evidenced by the challenges Kenya have mainly associated with like bureaucratic inefficiencies, lack of accountability and transparency, unequal distribution of national resources and minimal community participation in local development, amongst others. The Constitution of Kenya 2010 upon promulgation and enactment changed the Governance structure from a centralized unit to devolved sub-units known as the County Governments (Mitullah, 2010). It was expected that the onset of these devolved governments after the 2013 Elections and enactment of subsidiary laws would address these development challenges of the centralized governance that Kenya has faced since independence.

The devolution thematic area deals with all matters relating to the operationalization of the constitutional provisions on devolved government as provided for in Chapter Eleven of the Constitution. This includes the development of new policies legislation and administrative procedures and, in some cases, the review of existing policies, legislation and administrative procedures required to implement the devolved system of government. The thematic area monitors the status and progress made in the development of legislation, policies and administrative procedures required to implement devolution (Nyanyom, 2011).

A list of legislation required for implementing devolution and the time frames within which the legislation must be passed is given in the Fifth Schedule of the Constitution. CIC has, however, identified additional legislation required for the effective implementation of the devolved system of government. These were not listed in the Fifth Schedule. CIC has also revised the time frame for the enactment of these pieces of legislation (Bosire, 2010). In this regard the convener of the devolution thematic area works with the Ministry of Local Government which is responsible for the initiation and development of policies, legislation and administrative procedures required to implement devolution including the Commission for the Implementation of the Constitution establishment of county governments. However because the country operates a devolved system of government, virtually every function of government including those functions that are assigned to the national government, all Ministries are required to address those areas of their mandate that will be affected by devolution. In this regard Ministries have to determine the nature of the relationship between national level functions and how the performance of such functions will affect and be affected by devolution.

Ministries also have to determine how the two levels of government work together for effective implementation of devolution. The devolution thematic team also works with non- state actors including civil society organizations to facilitate the implementation of devolution (Kangu, 2012). In view of the fact that devolution is new, it is necessary to establish new structures especially at the county government level. The convener of this thematic area is responsible for developing work plans for the thematic area and for advising CIC on all matters relating to the timely and efficient implementation of devolution.

#### **Problem Statement:**

The Laikipia baseline survey for customer satisfaction on county performance of 2014/2015 has formed the importance of this study, with a 75% of targeted population in the county citing poor performance of the county integrated development plan, mismanagement of finances as reported by the auditor general pointing some counties and impeachment of governors across the counties is an indicator, of a real challenge in policy implementation within the counties (Nyanyom, 2011). Despite this importance of culture we have very few studies in Kenya that have studied role of culture in performance especially in devolved government. This study aimed at establishing the role of organizational culture on performance of devolved government in Laikipia County.

## **2. LITERATURE REVIEW**

#### **Organizational Culture Theory:**

Organizational Culture Theory by Pacanowsky and O'Donnell-Trujillo. Organizational Culture Theory has become a major theoretical rallying point. The theoretical principles of the theory emphasize that organizational life is complex and that researchers must take into consideration not only the members of the organization but their behaviors, activities, and stories.

Organizational Culture Theory may view organizational life as too unique. Pacanowsky and O'Donnell-Trujillo argue that organizational cultures differ because the interactions within those cultures differ, so generalizing about life in organizations is nearly impossible. Consider Fran Callahan, for instance. Researchers using a symbolic-interpretive perspective in studying the organizational culture of Grace's Jewelers may also be interested in studying the corporate culture of Jewelry Plus. As our examples have shown, each is a unique organization with unique organizational environments. Because ethnography requires thick description of each, it may be difficult if not impossible to point out the similarities for generalization purposes. As Stephen Littlejohn (2002) argues, the theory presupposes that organizations must be studied independently, and in doing so, generalizing across organizations is difficult.

The appeal of Organizational Culture Theory has been far and wide, resulting in a heuristic theory. The theory has been used to study the stories of undergraduate students and their perceptions of "fitting in" at a college or university (Kramer & Berman, 2001).

The approach is also useful because much of the information from the theory (symbols, stories, rituals) has direct relevance to many different types of organizations and their employees. Because the theorists' work is based on real organizations with real employees, the researchers have made the theory more useful and practical.

From the outset, Pacanowsky and O'Donnell-Trujillo did not stray from their belief that the organization's culture is rich and diverse; listening to the communicative performances of organizational members is where we must begin in understanding corporate culture. This is the basis from which much of the theory gained momentum. The appeal of the theory is tempered by its criticisms. First, Eric Eisenberg and Goodall (2003) observe that Organizational Culture Theory relies heavily on the shared meaning among organizational members. They comment that "most cultures show considerably more alignment in practice than they do in the attitudes, opinions, or beliefs of individual members" (p. 152). Second, Organizational Culture Theory suffers from expansive boundaries. For instance, cultural performances constitute a critical part of an organization's culture, and when you consider that performances may address almost any topic, the vastness (and potential vagueness) of the theory becomes apparent. This theory can be related to employees values that an organization can possess that influences its performance. This means that if a firm is located at a prime place or has well defined departments, it will either positively or negatively influence its performance.

#### **Personality Trait Theory:**

For trait theory, individual behavior is the result of inherited or acquired traits. Trait theorists subscribe to the premise that certain traits will be disposed to react to a given situation in a certain way Trait research has provided relative stable and predictable outcomes (Kidder, 2005). For example, an individual with the personality traits shows the qualities of dependability, carefulness and responsibility (Ones, Chockalingam & Schmidt, 2003). This theory can be related to the code of conduct of employees in an organization the influences the performance of the firm.

In terms of criticism, trait theory has been questioned on its research design and on its ignorance of situational variables (Davis-Blake & Pfeffer, 1986; McKenna, 1994). Furthermore, research by McAdams (1992) has pinpointed the limitations of personality trait theory, namely its inability to predict behavior, its failure to provide causal explanations of behavior, its disregard of the contextual and conditional nature of the human experience.

#### **Agency Theory:**

Agency theory has been developed from economic assumptions of self-interest behavior and utility maximization with consideration of the situations that influence employees' behavior. Agency theory suggests that the employer as the "principal" wants to obtain maximum performance from the employee as the "agent". This is in direct contrast to the employee, who is presumed to put in minimal effort. Therefore, agency theory assumes that agents will behave opportunistically if given the chance (Rousseau & McLean Parks, 1993). For example, employees will always shirk or misrepresent their capabilities if they can get away with doing so. Agency research provides managerial implications to set up proper monitoring or controlling mechanisms to reduce misconduct (McKenna, 2004). This theory is related to this study since induction of employees can be likened to utility maximization that Agency theory highlights. The induction of employees influences employees behavior at work and consequently their performance.

Agency theory has been criticized for its assumption of overlooking intrinsic human motivations in a positive manner, such as employees' needs for achievement, exercise of responsibility and authority and recognition from peers, bosses and organizations From the organization behavior viewpoint, agency theory has two major limitations. Firstly, the agency theory lacks any consideration of the organization to facilitate effective actions by employees, such as providing clear, consistent role expectations, authority and empowerment (Donaldsons & Davis, 1991). Secondly, the theory underestimates the effective use of incentives as extrinsic rewards for good performance (Kunz & Pfaff, 2002).

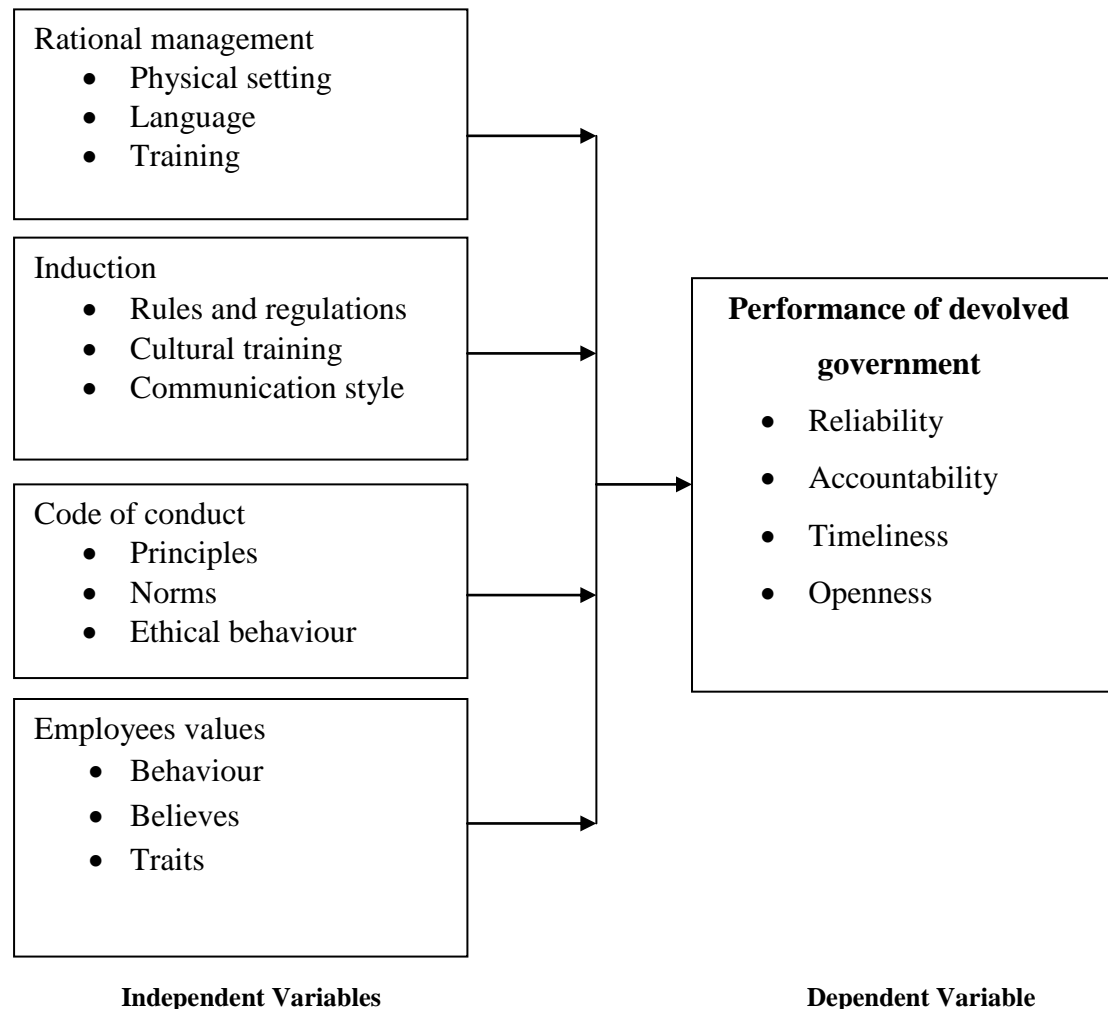
#### **Psychological Contract Theory:**

Psychological contract theory has been developed from social exchange theory. Psychological contract theory is the idiosyncratic set of reciprocal expectations held by employees concerning their obligations and their entitlements (McLean Parks, Kidder & Gallagher, 1998). For example, the employee will work for an employer with the expectation that they will receive something in return. Unlike agency theory, psychological contract theory considers trust in the organization by assuming that employees are honest and ethical. Misconduct occurs in an organization when the psychological contract is violated with perceptions of injustice or unfair treatment in the workplace (Kidder, 2005). In other words, honest and ethical employees may commit acts of misconduct when they feel that they work in an unjust environment and that their trust has been violated (McLean Parks & Kidder, 1994). This theory is related to rational management which involves physical setting, language used and training of employees which all influences the performance of an organization.

In terms of criticism, the theory is criticized on its ignorance of differences on situational factors, such as moderating the effect of attractive factors to employees. For example, when there is a violation of justice or fairness, the employee may choose to leave the company for an attractive job elsewhere rather than commit misconduct (Kidder, 2005).

### Conceptual Framework:

The conceptual framework aims to sufficiently explain and highlight the relationship between the independent and dependent variables as identified alongside the indicators.



### Research Gap:

The previous studies indicated that organizational culture enhances performance of governments especially the devolved government. For example a study by Stewart (2010), stated that organization's norms and values have a strong effect on all of those who are attached with the organization. It is considered by him that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look.

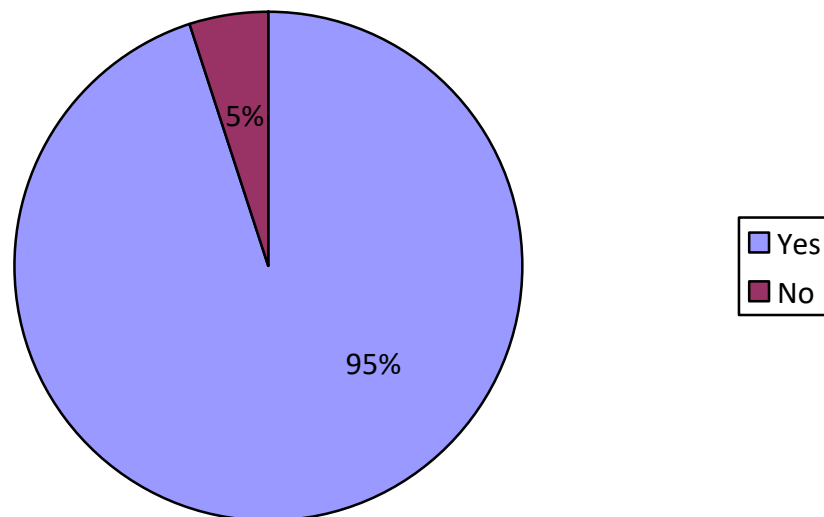
A study by Al Hunaiyyan (2008) found out that collective cultures are interdependent and mainly focus on group identity, self-restraint and hierarchical control. This collective culture is less flexible to change. This collective culture collides indirectly with emerging trends and the growth in technology. The technology growth has to match with their culture so that they can welcome it. This study does not relate culture to performance which this study focused on.

A study by Reed (2012) found out that over 40% of the employees consider employee orientation program as an effective medium to convey good-work practices to the new joiners and beneficial in developing realistic job expectations, reveals a poll conducted by studies. This research did not focus on the relationship between induction and performance of the firm which this study is interested on.

### 3. RESEARCH FINDINGS AND DISCUSSIONS

#### Effect of Rational Management on the Performance of Devolved Government:

This study examined the effect of culture supplementing rational management of performance of devolved government by investigating the type of rational management that the county mostly practiced. This study also probed the various aspects of rational management that influences performance of devolved government in Laikipia County.



**Figure: Rational management having influence on the performance of devolved government**

Majority 96 (95%) of the respondents agreed that rational management as a factor under organizational culture influences performance of devolved government while a few 5 (5%) disagreed. The respondents explained that rational management help in maintaining the focus among the employees and thus positively influences the performance at work. A study by Sangmook (2005) revealed that rational Processes constitute an explicit, logical system that can have a far-reaching impact within an organization (Sangmook, 2005). But this system cannot be introduced by halfheartedly sprinkling a few ideas and suggestions among a random mix of the organization's people in the hope that something good will happen.

**Table : Rank of the type of rational management that the management mostly focuses on**

Rational management	Frequency	Percentage
Physical setting and working environment	17	17
Language used at work	23	23
Training of employees	61	60
<b>Total</b>	<b>101</b>	<b>100</b>

Majority 61 (60%) of the respondents indicated that training of employees was the type of rational management that the management mostly focuses on while 23 (23%) indicated language used at work. A few 17 (17%) indicated it to be physical setting and working environment. This means that the management takes the training of the employees seriously and this might be positively influencing the employees' performance.

Problem Analysis provides the skills needed to explain any situation in which an expected level of performance is not being achieved and in which the cause of the unacceptable performance is unknown. If "any situation" seems too strong a phrase, remember that we are concerned with the way in which information is used to approach deviations in performance (Amis, Slack and Hinings, 2002). These deviations may appear in the performance of people or the performance of systems, policies, or equipment, that is, anything in the work environment that may deviate from expected performance with no known cause. As long as this structure applies, the techniques of Problem Analysis also apply. Problem solving requires cause-and-effect thinking, one of the four basic thinking patterns. A problem is the visible effect of a cause that resides somewhere in the past.



**Table: Sstatements on rational management**

<b>Rational management</b>	<b>Yes</b>	<b>No</b>
Employees have a common conviction in decision-making.	42 (41%)	59 (59%)
Employee have necessary skills and abilities	71 (70%)	30 (30%)
Incentives and benefits links on the basis employee performance	39 (39%)	62 (61%)
Administrative work has been transformed into electronic system	29 (29%)	72 (71%)
Administrative powers granted to employees commensurate with the way business is conducted	43 (43%)	58 (57%)
Management develops new approaches to deal with challenges	50 (49%)	51 (51%)

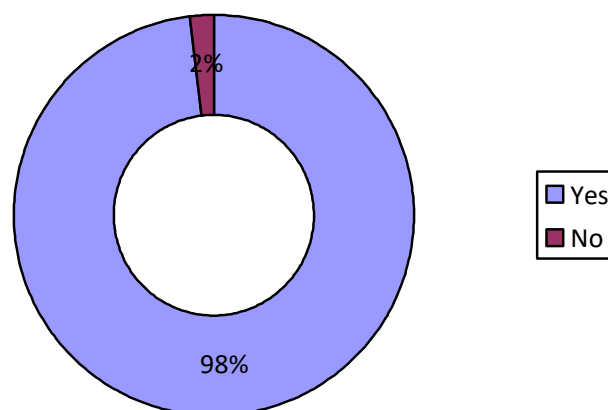
The findings in Table below indicated that majority 59 (59%) of the respondents disagreed that employees had a common conviction in decision-making. A large number 71 (71%) agreed that employees had necessary skills and abilities while 62 (61%) disagreed that incentives and benefits links on the basis employee performance. Majority 72 (71%) disagreed that administrative work had been transformed into electronic system while 58 (57%) disagreed that administrative powers granted to employees commensurate with the way business was conducted. Majority 51 (51%) disagreed that the management develops new approaches to deal with challenges.

The organizations must identify the people who have the greatest influence on the important issues facing the organization. They should be the first to learn and use the new ideas. Identify the people who provide them with information. Identify those who will implement the conclusions that come out of the use of the ideas. In short, it is imperative to pinpoint all the people within an organization who make things happen. The objective is to move the organization closer to its full potential. This can only be done by introducing teamwork based on the continuing conscious use of common approaches expressed in a simple, common language and directed toward resolution of an organization's important concerns (Landau, Drori, and Porras, 2006).

People will avoid problem-solving situations when they are unsure of how to solve their problems, when they do not experience success after trying to solve a problem, when they feel that their efforts are not appreciated, and when they sense that they have less to lose either by doing nothing or by shifting responsibility (Kernaghan, 2003).

#### **Effect of Induction on Performance of Devolved Government:**

The study probed the effect of culture facilitating induction on performance of devolved government. This was done by examining if the respondents view on induction having influence on performance, the type of induction the management practices and studying various aspects of induction.

**Figure: Induction having influence on the performance of devolved government**

Majority 99 (98%) of the respondents indicated that induction as a factor under organizational culture influences performance of devolved government while a few 2 (2%) disagreed. The respondents explained that the inducted employees are able to understand the way of the organization and hence better the performance.

A new entrant should culturally fit in an organization. Interaction at this stage shapes an individual's disposition and outlook for work and motivation levels. The importance of induction cannot be underestimated. Induction training is absolutely vital for new starters. Good induction training ensures new starters are retained and then settled in quickly and happily to a productive role (Coleman, 2002). It is during induction that a new recruit gets to know about the organization's employment philosophy, physical work environment, employee's rights, employee's responsibilities, organization, culture and values in the business process.

**Table: Type of Induction procedure that the management mostly focuses on**

Code of conduct	Frequency	Percentage
Rules and regulations	81	80
Cultural training	4	4
Communication style	16	16
<b>Total</b>	<b>101</b>	<b>100</b>

Majority 81 (80%) of the respondents indicated that the management mostly focused on rules and regulations as an aspect of induction while 16 (16%) focused on communication style. A few 4 (4%) indicated that the management focused on culture training. The rules and regulations are able to convey good practices to the new employees and therefore positively influence the performance of the employees.

A study by Reed (2012) indicated that over 40% of the employees consider employee orientation program as an effective medium to convey good-work practices to the new joiners and beneficial in developing realistic job expectations, reveals a poll conducted by studies. As assessed by nearly 30% of HR managers agreed that orientation programs help in controlling attrition rates by developing positive outlook towards work and organization.

**Table: Sstatements on induction and performance**

Induction	Yes	No
The employees are inducted in to the system	46 (45%)	55 (55%)
The new employees socialization with other employees is enhance by the managers through team work.	34 (34%)	67 (66%)
The leaders integrate the new employees into the system	67 (66%)	34 (34%)
The new employees understand the organization's employment philosophy.	23 (23%)	78 (77%)
The management have programs that enhance employees to understand their physical work environment	38 (38%)	63 (62%)
The management ensures the employees understand their rights	21 (21%)	80 (79%)
Employees are aware of their responsibilities in various departments	66 (65%)	35 (35%)

The findings in Table below indicates that majority 55 (55%) disagreed that employees are inducted in to the system while 67 (66%) disagreed that the new employees socialization with other employees is enhance by the managers through team work. Majority 67 (66%) of the respondents agreed that the leaders integrate the new employees into the system while 78 (77%) disagreed that the new employees understand the organization's employment philosophy. A large number 63 (62%) of the respondents disagreed that the management have programs that enhance employees to understand their physical work environment while 80 (79%) disagreed that the management ensures the employees understand their rights. Majority 66 (65%) agreed that employees are aware of their responsibilities in various departments. It is evident from the findings that the management properly induct the new employees, this might be negatively influencing the performance of the employees.



Delay or absence of the induction program creates vague perception in the minds of the new employee about the culture, mission and the overall goal of the organization. Furthermore, absence of the induction program may lead the new employee getting incorrect information about the organization and could expose them into inappropriate staff rumor that distorts the view of the new employee perception about the organization and/or to the position the employee is assigned (Mehay, 2001:7).

#### Extent to which Code of Conduct influence Performance of Devolved Government:

This study investigated the extent to which culture promotes code of conduct and its influence on performance of devolved government. This was done by studying the rank of type of code of conduct that the management mostly focuses on and examining the various aspects of code of conduct that influences performance.

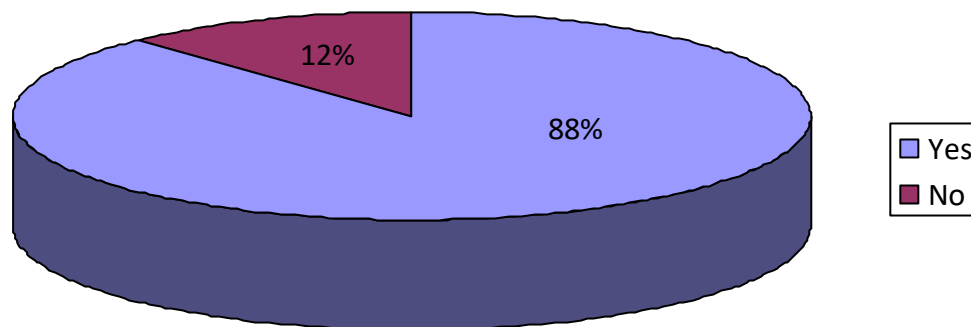


Figure : Influence of code of conduct on performance of devolved government

Majority 89 (88%) of the respondents agreed that code of conduct as a factor under organizational culture influences performance of devolved government while a few 12 (12%) disagreed. The way the employees carry themselves at work influences the way they do their work. A work place with a good conduct of employees improves the performance of the employees.

The efficient and effective leadership can be a strong weapon only if it is on ethical footings. It is the responsibility of the leaders to express the utmost moral and ethical behavior in their daily conversations, dealings, judgments, and meetings in order to become a mirror for the followers. Spiritual people, scholars and the theorists from the past have been stressing upon the substantial effect of ethics for the followers and the leaders to control the supremacy in organization. Though ethics has been a burning question for the world, still it is like a hot cake to be explored for the researchers and business society. One apparent cause for the augmented awareness in the field of ethics is the ethical contravention, which has been discovered in the modern corporate humiliation (Manz et al., 2008; Revell, 2003; Mehta, 2003; Treviño and Brown, 2004). In this world, there are leaders, called “lethal leaders” who search out the loopholes in the administration system, and use them for their personal benefit at the cost of the company and its workers (Padilla et al., 2007).

#### Rank of type of code of conduct that the management mostly focuses on

Code of conduct	Frequency	Percentage
Principles	58	57
Norms	31	31
Ethical behaviours	12	12
<b>Total</b>	<b>101</b>	<b>100</b>

Majority 58 (57%) ranked principles to be the most type of code of conduct that the management focuses on while 31 (31%) indicated it to be norms. A few 12 (12%) indicated it to be ethical behaviors. This means that the management puts more emphasis on principals and ignores the ethical behaviours of the employees. The management ought to balance the implementation of various aspects of code of conduct among the employees at their work place. This will in turn positively influence the performance of devolved government.

This finding relates to Schein (2004) recommendations that revealed that leaders can operationalize a lot of things to entrench the most important norms and principals which they possess in the routinely decision-making process of the employees, which is the key factor for the good environment of the organizations. Now a day, no single organization is safe from corporate scandals, and we think that one main issue in these ethical misconducts is the negligence of ethical corporate values and lack of ethical leadership.

**Table : Statements on employees code of conduct and performance**

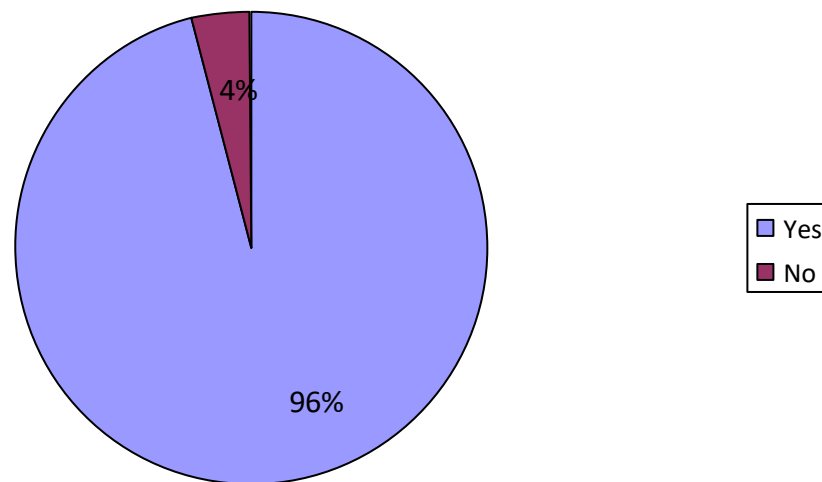
<b>Employees code of conduct</b>	<b>Yes</b>	<b>No</b>
Norms prevailing among employees	37 (37%)	64 (63%)
Is committed to the most experienced staff	40 (39%)	61 (61%)
Code of conduct facilitates the transition from traditional business	78 (77%)	23 (23%)
Standards prevail that promotes creativity and innovation	32 (32%)	69 (68%)
The staff is committed to standards and opens up new prospects.	61 (60%)	40 (40%)
Managers look to the error as a source of learning.	43 (43%)	58 (57%)
Prevailing norms help increase cooperation between the staff.	35 (35%)	66 (65%)
Management is committed to stimulate the creative staff	20 (20%)	81 (80%)
Code of conduct prevailing among staff working on the activation of doing business electronically	15 (15%)	86 (85%)
Management is committed to provide employees with the necessary information and applications.	38 (38%)	63 (62%)
Encouragement of best practices among employees.	49 (49%)	52 (51%)
Manager works to simplify and facilitate the procedures for administrative work.	30 (30%)	71 (70%)

The findings in Table indicate that majority 64 (63%) of the respondents disagreed that there were norms prevailing among employees while 61 (61%) disagreed that the management was committed to the most experienced staff. Majority 78 (77%) of the respondents agreed that code of conduct facilitates the transition from traditional business while 69 (68%) disagreed that standards prevail that promotes creativity and innovation. A large number 61 (60%) agreed that the staff is committed to standards and opens up new prospects while 58 (57%) disagreed that managers look to the error as a source of learning. Majority 66 (65%) disagreed that the prevailing norms helped to increase cooperation between the staff while 81 (80%) disagreed that the management is committed to stimulate the creative staff. Majority 86 (85%) disagreed that code of conduct prevailing among staff working on the activation of doing business electronically while 63 (62%) disagreed that the management is committed to provide employees with the necessary information and applications. A large number 52 (51%) disagreed that there was encouragement of best practices among employees while 71 (70%) disagreed that managers work to simplify and facilitate the procedures for administrative work. The findings reveal that the management does not give code of conduct the seriousness it deserves to realize better performance.

Effective ethics codes are not merely a text. Rather, they exemplify the fundamental principles and values of a public service. These can include more legalistic precepts, such as restrictions on conflicts of interest. Codes can also contain values. But the critical elements in a code are the clear articulation of principles that are derived from values. This distinction has its clearest conceptualization in the 18th century writings of (Jeremy, 2010). For him a principle was “a general law or rule that guides behaviour or decisions,” whereas values articulate “an aspiration of an ideal moral state.”

#### **Influence of Employees Values on Performance of Devolved Government:**

The study probed the influence of employee’s values on performance of devolved government by studying the influence of various aspects of employees values on performance of devolved government.



**Figure: Influence of employees values on performance of devolved government**

Figure above indicates that majority 97 (96%) of the respondents agreed that employees values as a factor under organizational culture influenced performance of devolved government while a few 4 (4%) disagreed. The employees explained that values helps them to have various ways of performing their work, this betters their performance. Joiner (2001) study found employees with intrinsic work value orientation (for example, independence, self-discipline, and self-actualization) were more satisfied with their jobs and more productive than employees with extrinsic work value orientations (for example, working conditions, interpersonal relations, and security).

**Table: Statements on employees values and performance of devolved government**

Values	Yes	No
Positive attitude	45 (44%)	56 (56%)
Adaptability	75 (74%)	26 (26%)
Honesty and integrity	89 (88%)	12 (12%)
Self-motivated	72 (71%)	29 (29%)
Self confidence	45 (45%)	56 (55%)
Professionalism	34 (34%)	67 (66%)

The findings in Table above reveal that majority 56 (56%) disagreed that positive attitude was an aspect of employees values that the county management employees practices. A majority 75 (74%) agreed that employees possessed adaptability while 89 (88%) agreed that there was honesty and integrity among workers. A large number 72 (71%) agreed that employees were self-motivated while 56 (55%) disagreed that there was self confidence among employees. Majority 67 (66%) disagreed that employees were keen in exercising professionalism. The organization was found to have employees who were not so keen on their values and hence this negatively influences their performance. The findings agrees with Fisher (2005) study which found out that personal values as honesty, power, prestige, humanitarianism, equalitarianism, aestheticism, and intellectualism explained 32 percent of the variance in employee satisfaction.

#### **Performance of Devolved Government:**

The study investigated the performance of devolved government. This was done by examining the various measures of performance that included efficiency, transparency, equity and relevance.

**Table: Performance of County government of Laikipia**

Statements	Very low	Low	Neutral	High	Very high
Reliability	71 (71%)	13 (13%)	5 (4%)	4 (4%)	8 (8%)
Accountability	65 (64%)	21 (21%)	7 (7%)	2 (2%)	6 (6%)
Timeliness	62 (61%)	16 (16%)	2 (2%)	10 (10%)	11 (11%)
Openness	21 (21%)	57 (56%)	7 (7%)	10 (10%)	6 (6%)

The findings in Table above indicates that 71 (71%) rated that reliability of the services offered at the county government to be very low. Majority 65 (64%) rated accountability within the county to be very low while 62 (61%) of the respondents rated timeliness to be very low. Majority 57 (56%) of them indicated that openness was low. This findings are shown in a study by Amstrong 2004) who stated that performance refers to behaviors, results and adjusting to organizational behaviors and actors of work to achieve result and or outcomes. An organization judged by its performance, which is equated with effectiveness and efficiency. Many organizations feel that their people can provide a competitive advantage, which therefore contributes to organizations performance. Employees are of great importance to the performance of any organization.

#### **Discussion of Key Findings:**

From the findings it was noted that employees values was the most significant factor under organizational culture that influences performance of devolved government. Positive attitude was not an aspect of employees' values that the county management employees practices. Employee's were found to possess adaptability attributes and hence had a positive impact on their performance. The employees do not act according to their professionalism and do not have self-confidence hence negatively influences the performance of the county.

Induction was had the second most significance with a p value of 0.01 on Performance of Devolved Government. It was noted that the employees are not inducted into the system and the new employees socialization with other employees is enhance by the managers through team work. The leaders integrate the new employees into the system and new employees do not understand the organization's employment philosophy.

From the findings, it can be concluded that rational management also positively influences the performance of devolved government as shown by a p value of 0.02. The Laikipia government management does training of employees as a type of rational management. The employees do not a common conviction in decision-making.

The findings on the code of conduct indicated that it positively influences devolved government performance as shown by a significance value of 0.04. The findings showed that there were no ethical behaviour prevailing among employees and the management was not committed to the most principles of the staff. The code of conduct facilitates the transition from traditional business and there are no standards prevailing that promote creativity and innovation. The staff is committed to standards and opens up new prospects and the managers do not look to the error as a source of learning.

## **4. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **Summary of Major Findings:**

Based on each objective of the study, it was possible to draw a summary of the findings from the data obtained accordingly.

#### **Extent to which Rational Management on Performance of Devolved Government:**

Majority 94 (93%) of the respondents agreed that rational management as a factor under organizational culture influences performance of devolved government while a few 5 (5%) disagreed. Majority 61 (60%) of the respondents indicated that training of employees was the type of rational management that the management mostly focuses on while 23 (23%) indicated language used at work. A few 17 (17%) indicated it to be physical setting and working environment. Majority 59 (58%) of the respondents disagreed that employees had a common conviction in decision-making. A large number 71 (70%) agreed that employees had necessary skills and abilities while 62 (61%) disagreed that incentives and benefits links

on the basis employee performance. Majority 72 (71%) disagreed that administrative work had been transformed into electronic system while 58 (57%) disagreed that administrative powers granted to employees commensurate with the way business was conducted. Majority 51 (50%) disagreed that the management develops new approaches to deal with challenges.

#### **Influence of Induction on Performance of Devolved Government:**

Majority 97 (96%) of the respondents indicated that induction as a factor under organizational culture influences performance of devolved government. The findings indicates that majority 55 (54%) disagreed that employees are inducted in to the system while 67 (66%) disagreed that the new employees socialization with other employees is enhance by the managers through team work. Majority 67 (66%) of the respondents agreed that the leaders integrate the new employees into the system while 78 (77%) disagreed that the new employees understand the organization's employment philosophy. A large number 63 (62%) of the respondents disagreed that the management have programs that enhance employees to understand their physical work environment while 80 (79%) disagreed that the management ensures the employees understand their rights. Majority 66 (65%) agreed that employees are aware of their responsibilities in various departments. Majority 81 (80%) of the respondents indicated that the management mostly focused on rules and regulations as an aspect of induction while 16 (16%) focused on communication style. A few 4 (4%) indicated that the management focused on culture training.

#### **Extent to which Code of Conduct influence Performance of Devolved Government:**

Majority 89 (88%) of the respondents agreed that code of conduct as a factor under organizational culture influences performance of devolved government while a few 12 (12%) disagreed. The findings indicate that majority 64 (63%) of the respondents disagreed that there were norms prevailing among employees while 61 (60%) disagreed that the management was committed to the most experienced staff. Majority 78 (77%) of the respondents agreed that code of conduct facilitates the transition from traditional business while 69 (68%) disagreed that standards prevail that promotes creativity and innovation. A large number 61 (60%) agreed that the staff is committed to standards and opens up new prospects while 58 (57%) disagreed that managers look to the error as a source of learning. Majority 66 (65%) disagreed that the prevailing norms helped to increase cooperation between the staff while 81 (80%) disagreed that the management is committed to stimulate the creative staff. Majority 86 (85%) disagreed that code of conduct prevailing among staff working on the activation of doing business electronically while 63 (62%) disagreed that the management is committed to provide employees with the necessary information and applications. A large number 52 (52%) disagreed that there was encouragement of best practices among employees while 71 (70%) disagreed that managers work to simplify and facilitate the procedures for administrative work. Majority 58 (57%) ranked principles to be the most type of code of conduct that the management focuses on while 31 (31%) indicated it to be norms. A few 12 (12%) indicated it to be ethical behaviors.

#### **Influence of Employees Values on Performance of Devolved Government:**

Majority 96 (95%) of the respondents agreed that employees' values as a factor under organizational culture influenced performance of devolved government while. The findings reveal that majority 56 (56%) disagreed that positive attitude was an aspect of employees values that the county management employees practices. A majority 75 (74%) agreed that employees possessed adaptability while 89 (88%) agreed that there was honesty and integrity among workers. A large number 72 (71%) agreed that employees were self-motivated while 56 (55%) disagreed that there was self-confidence among employees. Majority 67 (66%) disagreed that employees were keen in exercising professionalism. The organization was found to have employees who were not so keen on their values and hence this negatively influences their performance.

#### **Conclusion:**

#### **Extent to which Rational Management on Performance of Devolved Government:**

From the findings, it can be concluded that rational management positively influences the performance of devolved government. The Laikipia government management does training of employees as a type of rational management. The employees do not have a common conviction in decision-making.

**Influence of Induction on Performance of Devolved Government:**

Data on the culture facilitating induction showed that induction positively influenced the performance of the devolved government. The employees are not inducted into the system and the new employees' socialization with other employees is enhanced by the managers through team work. The leaders integrate the new employees into the system and new employees do not understand the organization's employment philosophy.

**Extent to which Code of Conduct influence Performance of Devolved Government:**

The findings on the code of conduct indicated that it positively influences devolved government performance. The findings showed that there were no ethical behaviours prevailing among employees and the management was not committed to the most principles of the staff. The code of conduct facilitates the transition from traditional business and there are no standards prevailing that promote creativity and innovation. The staff is committed to standards and opens up new prospects and the managers do not look to the error as a source of learning.

**Influence of Employees Values on Performance of Devolved Government:**

It can be concluded that employees' values influence the performance of devolved government positively as shown by the level of significance. Positive attitude was not an aspect of employees' values that the county management employees practice. Employees were found to possess adaptability traits and hence have a positive impact on their performance. The employees do not act according to professionalism and do not have self-confidence hence negatively influence the performance of the devolved functions.

**Recommendations of the Study:**

The study recommends the following:

**Extent to which Rational Management on Performance of Devolved Government:**

The findings on the influence of culture supplementing rational management on performance of devolved government found that the management was found not to train employees as a type of rational management. The employees do not have a common conviction in decision-making. The management should therefore train the employees in order to rationally manage the employees.

**Influence of Culture Facilitating Induction on Performance of Devolved Government:**

Culture facilitating induction influence on performance of devolved government indicated that employees are not inducted into the system and the new employees' socialization with other employees is enhanced by the managers through team work. The management should therefore come up with programs of inducting the new employees.

**Extent to which Code of Conduct on Performance of Devolved Government:**

The findings on code of conduct showed that there were no ethical behaviours prevailing among employees and the management was not committed to enhancing principles of the staff. The management should therefore develop a culture of enhancing honesty, principles and ethical behaviours among the employees. This can be done through workshops and talks that enlighten the employees about its importance on enhancing performance.

**Influence of Employees Values on Performance of Devolved Government:**

The effect of employees' values indicated that positive attitude and adaptability were lacking among the employees and this might be negatively affecting their performance. The management should therefore be encouraged to enhance honesty and self-confidence among the county employees in order to better their performances.

**Areas for Further Research:**

Opportunities for further research still exist in this area. The study found out that organizational culture influenced performance of devolved government. Further research should be carried out on other factors under organizational culture since this study only examined the influence of four; rational management, induction, code of conduct and employees' values in enhancing performance of devolved government.

The research found out that employee values was the most significant factor under organizational culture that influences performance. Therefore, there should be a study that concentrates on an in-depth analysis of employees' values that positively influence performance in other organizations other than the county government.



## REFERENCES

- [1] Abdullah, H. (2011). *Employee Development and Its Effect on Employee Performance*. Delhi: Ruska Publishing House Pvt. Ltd.
- [2] Al-Assaf, S.H. (2003). *The introduction to research in Behavioral Sciences*. (3rd ed.). Riyadh: Obeikan Bookstore.
- [3] AL-Hunaiyyan, A. (2008). Discussion of cultural issues. *Blended E-Learning Design*, 1, 17–32.
- [4] Amis, J., Slack, T., & Hinings, C.R. (2002). Values and organizational change. *Journal of Applied Behavioral Science*, 38, 436-465.
- [5] Armstrong, M. (1996). *A Handbook on personnel Management practice*. London: Kogan Page.
- [6] Arthur, W.K., Bennet, W.T., & Eden, P.S. (2003). Effective Training in Organizations. *Journal of Applied psychology*, Vol. 88. Asian Model Basingstoke Palgrave Macmillan.
- [7] Assaf, S.H. (2003). *The introduction to research in Behavioral Sciences* (3rd ed.). Riyadh: Obeikan Bookstore.
- [8] Bendl, R., Fleischmann, A., & Hofman, R. (2009). Queer theory and diversity management: Reading codes of conduct from a queer perspective. *Journal of Management and Organization*, 15(5), 625-638.
- [9] Black Enterprise. (2001). "Managing a multicultural workforce." *Black Enterprise Magazine* (July).
- [10] Bosire, C. (2010). Local government in Kenya. *Local government bulletin*, Vol.12 (2).
- [11] Chandrakumara, A., & Sparrow, P. (2004). Exploring Meaning and Values of Work Orientation as an Element of National Culture and Its Impact on HRM Policy-Practice Design Choices, *International Journal of Manpower*, 25(6): 364-389.
- [12] Coleman, G.A. (2002). *Personnel Human Resource Management*. Continuum company York publishers.
- [13] Cooke, R.A. (2002). *Organizational culture inventory*. Human Synergistics International. Retrieved from [www.humansynergistics.com](http://www.humansynergistics.com).
- [14] Cooper, R.D., & Schindler, D.R. (2001). *Business research methods*. Singapore: McGraw Hill.
- [15] Cox, B.G. (2010). Research Methods. *Encyclopedia of Survey Research Methods*. ISBN: 978141.
- [16] Dasanayake, S.W.S.B., & Mahakalanda, I. (2008). A Literature Survey on Organizational Culture and Innovation. *Global Business and Management Research*, Boca Raton, Florida 539-550.
- [17] David, H. (2006). Writings form the foundation of the "emotive" approach of ethics. For an excellent discussion of combining reason and emotion, *The Perversion of Autonomy*, N.Y.: The Free Press, pp. 127-149.
- [18] David, A., & Robbins, S.P. (1996). *Human Resource Practice*. New York: John Wiley & sons Inc.
- [19] Dessler, G. (2000). *Human Resource Management*. 8th edition, London, Prentice hall.
- [20] Devoe, D. (1999). *Managing a diverse workforce*. San Mateo, CA: InfoWorld Media Group.
- [21] Donaldson, L., & Davis, J.H. (1991). Stewardship Theory or Agency Theory: CEO Governance and Shareholder Returns. *Australian Journal of Management*, 16.
- [22] Dorfman, P.W., Hanges, P.J., & Brodbeck, F.C. (2004). *Leadership and Cultural Variation: The Identification of Culturally Endorsed Leadership Profiles*. In: R.J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, and V. Gupta (eds.). *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage Publications.
- [23] Ely, R. J., & Thomas, D. A. (2001). Cultural diversity at work: The moderating effects of work group perspectives on diversity. *Administrative Science Quarterly*, 46, 229-273.
- [24] Eric, M., Eisenberg, H. L., & Goodall, A. T. (2003). *Organizational Communication: Balancing Creativity and Constraint*. Edn 7. Bedford/St. Martin's.

- [25] Esty, K., Griffin, R., & Schorr-Hirsh, M. (2005). *Workplace diversity. A manager's guide to solving problems and turning diversity into a competitive advantage*. Avon, MA: Adams Media Corporation.
- [26] Fisher, R., Ferreira, M.C., Assmar, E.M.I., Redford, P., & Harb, C. (2005). Organisational Behaviour Across Cultures: Theoretical and methodological issues for developing multi-level frameworks involving culture, *International Journal of Crosscultural Management*, 5(1): 27-49.
- [27] Flagg, A. (2002). "Managing diverse workgroups successfully." *United Behavioral Health*. P.34.
- [28] Fraenkel, J.R., & Wallen, N.E. (2003). *How to design and evaluate research in education*. Fifth Edn. New York: McGraw-Hill.
- [29] Hodgetts, K., & Luthans, F. (2003). *International Management: Culture, Strategy, and Behavior*. New York, McGraw-Hill/Irwin, 5<sup>th</sup> Edn.
- [30] House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W., & Gupta, V. (2004). *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage Publications.
- [31] Jankowicz, A.D. (2005). *Business Research Projects*. London: International Thomson Business Press. 4<sup>th</sup> Edn.
- [32] Jeremy, B. (2010). *An Introduction to the Principles of Morals and Legislation* (NY: Hafner Press, p. 2.
- [33] Joiner, T.A. (2001) The influence of national culture on organizational culture alignment on job stress and performance: *Journal of Managerial Psychology*, 19(3): PP: 1-12.
- [34] Jwan, J. (2010). *Conducting Qualitative Research: Current Trends & Developments*: Moi University 5<sup>th</sup> Campus Wide Research Workshop, 2010.
- [35] Kangu, M. (2012). *Chairperson, Task Force on Devolved Government in Kenya*. Nakuru: Personal Interview, 11 January 2012.
- [36] Kernaghan, K. (2003). Integrating values into public service: The values statement as centerpiece. *Public Administration Review*, 63, 711-719.
- [37] Kerr, J., & Slocum, J.W. (2005). Managing corporate culture through reward systems. *Academy of Management Executive*, 19, 130-138.
- [38] Kidder, D. (2005). Is it "who I am", "What I can get away with", or "What you've done to me?" A Multi-theory Examination of Employee Misconduct. *Journal of Business Ethics*, 57(4), 389-398.
- [39] Kombo, D.K., & Tromp, D.L. (2009). *Introduction to proposal writing*. Nairobi: Pauline publications.
- [40] Koonce, R. (2001). "Redefining diversity: It's not just the right thing to do; it also makes good business sense." *Training and Development* (December).
- [41] Kothari, C.R. (2004). *Research Methodology. Ed*. New Delhi: New age International limited.
- [42] Kramer, M.W., & Berman, J.E. (2001). *Making sense of a university's culture: An examination of undergraduate students' stories*.
- [43] Kunz, A., & Pfaff, D. (2002). Agency Theory, Performance Evaluation, and the Hypothetical Construct of Intrinsic Motivation. *Accounting, Organizations and Society*, 27(3), 275-295.
- [44] Landau, D., Drori, I., & Porras, J. (2006). Vision change in a governmental R&D organization: The pioneering legacy as an enduring element. *Journal of Applied Behavioral Science*, 42, 145-171.
- [45] Lok, P., Westwood, R., & Crawford, J. (2005). Perceptions of organizational subculture and their significance for organizational commitment. *Applied Psychology: An International Review*, 54, 490-514.
- [46] Loysk, B. (1996). *Managing a changing workforce: Achieving outstanding service with today's employees*. Davie, FL: Workplace Trends Publishing.

- [47] McAdams, D.P., & de St. Aubin, E. (1992). A theory of generativity and its assessment through self-report, behavioral acts, and narrative themes in autobiography. *Journal of Personality and Social Psychology*, 62 , 1003-1015.
- [48] McKenna, Y.E. (2004). *Cultural influences on attachment behaviours*. A Project Submitted to University of Lethbridge for the Degree of Master of counseling.
- [49] McLean Parks, J., Kidder, D.L. & Gallagher, D.G. (1998). Fitting square pegs into round holes: mapping the domain of contingent work arrangements onto the psychological contract. *Journal of Organisational Behavior*, 19, 697-730.
- [50] McNamara, C. (2008). *Employee Training and Development: Reasons and Benefits*. Newyork: Authencity Consulting limited.
- [51] Mehay, S.T. (2001). *New Employee Orientation and Training*. Dakota: Danib Roschier.
- [52] Mitullah, W. (2010). *Local Government in Kenya: Negative Citizen Perception and Minimal Engagement in Local Government Affairs*. Afro barometer Briefing Paper No. 89.
- [53] Mugenda, A., & Mugenda, O. (2003). *Research Methods*, Nairobi: focus.
- [54] Mukherjee, R., (2000), *Operational Inefficiency & Poor Service Delivery*.
- [55] Muriu, R.M. (2012). *Decentralization, citizen participation and local public service delivery: A study on the nature and influence of Citizen Participation on decentralized service Delivery in Kenya*.
- [56] Nassiuma, D. K. (2000). *Survey Sampling: theory and methods*, Nairobi University Press, Nairobi.
- [57] Ngugi, E. (2013). *Exploring Kenya's Inequality. Pulling apart or pulling together: Laikipia County*. National Bureau of Statistics (KNBS) and the Society for International Development (SID).
- [58] Nyanyom, O. (2011). *Devolution in Kenya's new constitution. Constitution Working Paper No. 4*. Nairobi: Society for International Development.
- [59] Ones, D.S., Chockalingam, V., & Schmidt, F.L. (1993). Personality and Absenteeism: A Meta-Analysis of Integrity Tests. *European Journal of Personality*. Eur. J. Pers. 17: S19–S38. Published online in Wiley Inter Science.
- [60] Pacanowsky, M.E., & O'Donnell-Trujillo, N. (1983). Organizational communication as cultural performance. *Communication Monographs*, 50, 127-147.
- [61] Padilla, A., Hogan, R., & Kaiser, R.B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly*, 18, 236-51.
- [62] Panneerselvam, R. (2004). *Research Methodology*. New Delhi: PHI Learning.
- [63] Peterson, M.F., Miranda, S.M., Smith, P.B., & Haskell, V.M. (2003). *The Sociocultural Contexts of Decision Making in Organizations*. In: S.L. Schneider (ed.), *Emerging perspectives in judgment and decision research*. Cambridge, UK: Cambridge University Press.
- [64] Podolny et al. (2005). Ten key reasons why leaders fail.
- [65] Reed, C. (2012). *Employee Training and Development: Reasons and Benefits*. New York: Authencity Consulting limited.
- [66] Robbins, S.P., & Sanghi, S. (2007). *Organizational Behavior*, Pearson Education, New Delhi.
- [67] Robinson, K.S. (2002). "U.S. must focus on diversity or face decline in competitiveness." *The Society for Human Resource Management (SHRM)*.
- [68] Roosevelt, T.R. (2001). "Elements of a successful diversity process." *The American Institute for Managing Diversity*.
- [69] Rousseau, M., & McLean Parks, J. (1993). The Contracts of Individuals and Organizations. In B. M., Staw, & L.L., Cumming (Eds.), *Research in Organizational Behavior* (pp. 1-43). Connecticut: JAI Press.

- [70] Sagie, A., & Aycan, Z. (2003). A cross-cultural analysis of participative decision-making in organizations. *Human Relations*. 56: 453–473.
- [71] Saiyadain, M.S. (1998). *Human Resource Management*. Tata McGraw Hill, New Delhi.
- [72] Sangmook, K. (2005). Individual-level factors and organizational performance in government organizations. *Journal of Public Administration Research and Theory*, 15, 245-261.
- [73] Saunders, M., Lewis, P., & Hornhill, A. (2007). *Research Methods*. London: Pearson Education.
- [74] Schein, E.H. (2004). *Organizational Culture and Leadership*. 3<sup>rd</sup> revised edn. San Francisco, CA: Jossey-Bass.
- [75] Smith, P.B., Peterson, M.F., & Schwartz, S.H. (2002). Cultural Values, Sources of Guidance, and Their Relevance to Managerial Behavior: A 47-Nation Study. *Journal of Cross-Cultural Psychology*. 33(2): 188–208.
- [76] Society for Human Resource Management (SHRM). (1998). “SHRM survey explores the best in diversity practices. Fortune 500 firms outpace the competition with greater commitment to diversity.” *The Society for Human Resource Management* (SHRM). <http://www.shrm.org>.
- [77] Stephen, W. L. (2002). *Theories of Human Communication*. Wadsworth series in speech communication.
- [78] Stewart, D. (2010). *Growing the Corporate Culture*, obtained from [www.wachovia.com/foundation](http://www.wachovia.com/foundation) on November 9th, 2016.
- [79] Van Knippenberg, D., & Schippers, M.C. (2007). Work group diversity. *Annual Review of Psychology*, 58, 515-541.
- [80] Wilson, J.P. (1981). *Human Resource Development*. UK. Manpower Service Commission.