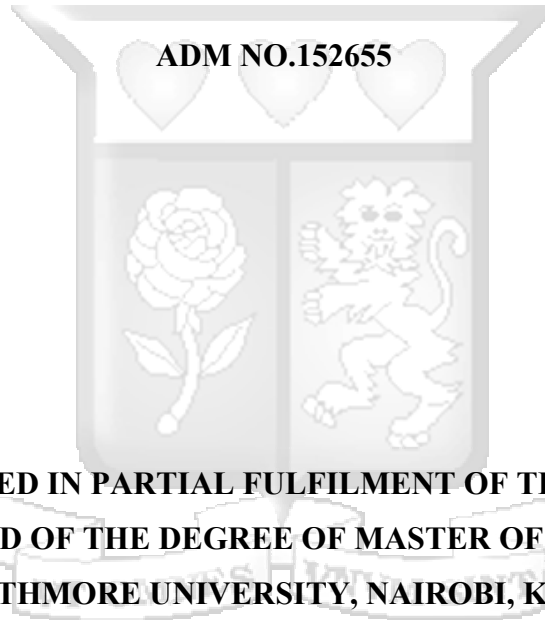


**EFFECT OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF PRINTING  
FIRMS IN NAIROBI CITY COUNTY, KENYA**

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**ADM NO.152655**



**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS  
FOR THE AWARD OF THE DEGREE OF MASTER OF COMMERCE AT  
STRATHMORE UNIVERSITY, NAIROBI, KENYA**

**MAY 2025**

## DECLARATION

I declare that this document and the research at they describe are my original work and that they have not been presented in any other university for academic work.

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Student signature

Date: 16/05/2025

This research is being conducted under our supervision and is submitted with our approval as university supervisor.

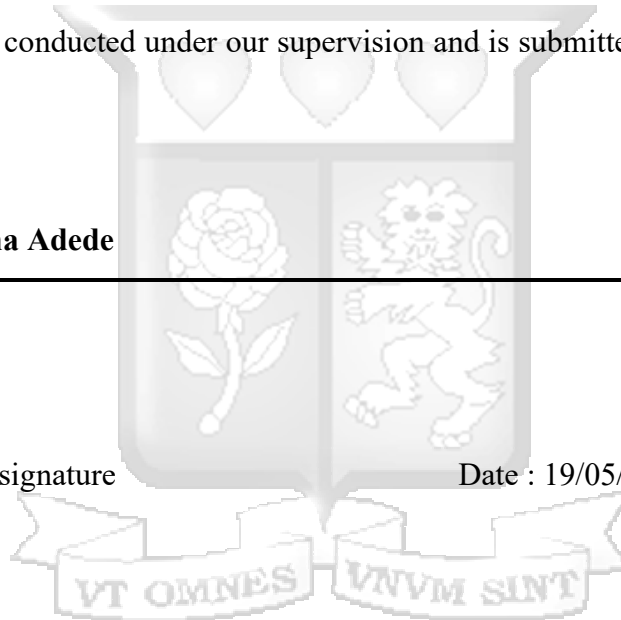
**Supervisor: Dr. Olgha Adede**

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University supervisor signature

Date : 19/05/2025



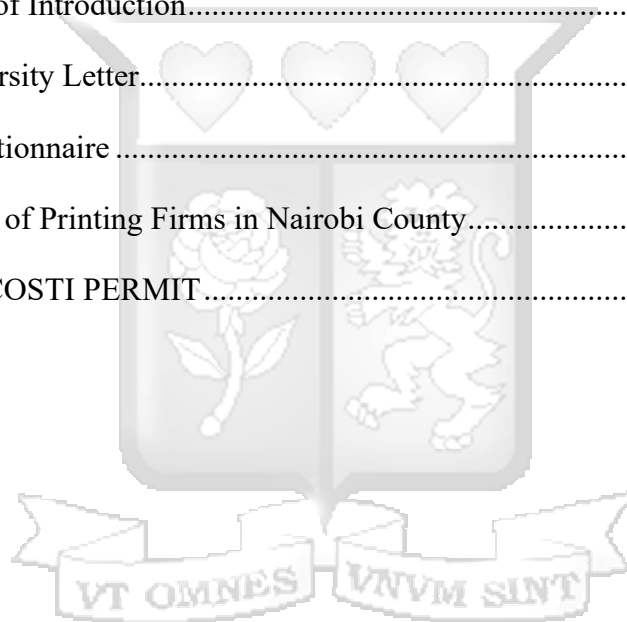
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## DEDICATION

I dedicate this proposal to my mother, Margaret Oduor who have always been my source of inspiration and support. Their unwavering encouragement, love, and sacrifices have helped me reach this milestone in my academic journey.



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## ABSTRACT

Understanding the performance of the printing firms in Kenya has been challenging owing to dynamic business environment which calls for examination of organizational culture effect on performance. The general objective entailed determining the effect of organizational culture on performance of printing firms in Nairobi City County, Kenya. The specific objectives were to; determine the effect of customer focus culture, innovative-supportive culture and collaborative culture on the performance of printing firms. The anchoring theory was the Organizational Socialization Theory and Balance score card model. The study adopted positivism research philosophy and descriptive cross-sectional research design. A total of 1,113 licensed printing firms in Nairobi City County formed the study's target population. The study made use of the judgmental sampling to select the sample size of 294 operations managers. Structured questionnaires was used to collect primary data using drop, fill and pick later approach. The SPSS version 29 was employed in analysing data where descriptive and regression analysis were done. The study found that organizational performance of the printing firms in Kenya is positively influenced by customer focus culture, innovative supportive culture and collaborative culture. The study concluded that customer focus culture should be adopted by printing firms to enable them to improve relationship with customers. It also concluded that innovative supportive culture should be adopted by printing firms as it fosters creativity and innovative. Lastly, the study concluded that printing firms should adopt collaborative culture to enhance teamwork and trust. A recommendation is suggested that printing firms need to empower their employees by developing structures that can aid them to implement customer focus culture, innovative supportive culture and collaborative culture. It also recommended policymakers should ensure that printing firms are supported to develop organizational structures that can support their growth and development. Lastly, it recommended that future researches may be undertaken to establish other factors that affects the performance of printing firms in Kenya.



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The printing industry continues to change with changing technology, advertising needs, sustainability and globalization. The global printing market is expected to be USD 461.06 billion by December 2024 and is projected to grow by 1.67% by the end of 2029 (Mordor Intelligence, 2024). As businesses grow and develop globally, the demand for advertising materials grows. Advancement in technology has paved way in the creation of cost effective and efficient printers and this has greatly boosted the performance of the printing industry globally (Fox et al., 2022). Introduction of digital printing has made printing faster thus enabling printing firms to meet short term and long-term needs of the customers. Printing industry in Kenya is dynamic owing to technologies, organizational culture and emerging issues in the business environment. Understanding the dynamics of the printing firms especially in the Kenyan context is important, as it promoted understanding of their performance (Ojwaka & Deya, 2018). Focusing on the organizational culture, is important, as it promoted understanding of specific variables like customer focus culture, innovative supportive culture and collaborative culture things that have not been explored in the printing industry in the Kenyan context.

Printing firms across the world are taking advantage of the digital technologies to improve their performance. According to Martinez-Caro et al. (2020) the amount of digitized data is increasing day by day calling for adoption of digital technologies to deal with digitized data and improve the performance of the printing firms. Printing firms according to Martinez-Caro et al. (2020) does not have clear way of taking advantage of the digital technologies and this calls for development of the digital organizational culture which is important to guide digitization of the business and value chain. Printing industry is becoming competitive daily and, as a result, making sure that better innovative products and services customers are met effectively is critical. The idea of digital organization culture is good but should be broken down to be more focused on customers, innovation and collaboration. Focusing on the three will no doubt help to make significant improvements in terms of performance (Lam et al., 2021).

The anchoring theory was the organizational socialization theory and supplemented by Balance Score Card Model. Organizational socialization theory was developed in the 1960s by Daniel

Katz and Robert Kahn. The theory lays the foundation for understanding how individuals adapt to new organizational environments and integrate into the organization's social fabric (Atherley et al., 2016). The Balanced Scorecard Model was first proposed in 1992 by Kaplan and Norton. It plays an important role in translating the strategy, vision, and mission into performance objectives, measures, targets, and initiatives (Butt, 2021).

In Brazil, Jabbour and Twigg (2022) finds that organizational culture is important in ensuring consistency. Organizational culture influences knowledge acquisition in an organization and this is important in influencing innovation and creativity that is important to differentiate the organization from others. Organizational culture influences how things are done in an organization. It is important in determining the organization uptake of the emerging technologies (Jabbour & Twigg, 2022). Jabbour and Twigg (2022), however, has failed to link organization culture to organizational performance.

Organization culture is important in developing policies that can enable the organization to compete in the ever-changing business environment. Innovations in an organization requires good support for them to achieve success. This, however, cannot be achieved if the organization does not have an organizational culture that supports innovation. According to Soomro and Shah (2019) organizational culture has greatly helped organizations in developing economies to develop the resilience that is needed to compete favourably in the ever-competitive business environment. The study, however, has failed to look specific factors of organizational culture like customer focus culture, innovative-supportive culture and collaborative culture.

In Pakistan, Naveed et al. (2022) established that organizational culture plays an important role in influencing organizational efficiency. Organizational culture determines how things are done in an organization. It ensures that the correct mind set and energy is there, thus promoting organizational efficiency (Naveed et al., 2022). Flexible organizational culture plays an important role in supporting innovation which is important in promoting effectiveness and efficiency in performance. Naveed et al. (2022) nonetheless focused more on organizational efficiency rather than organizational culture and its aspects.

Flexible organizational culture plays an important in dealing with organizational resistance that brings negative energy and hinders innovation (Azeem et al., 2021). It ensures that proper structures are put in place to deal with challenges and problems that may hinder innovation and creativity in an organization. Organizational culture enhances knowledge sharing and innovative activities that is important to enable the organization to gain competitive advantage

(Azeem et al., 2021). It creates conducive environment that motivates employees to collaborate and give their best.

In Nigeria, Akanji et al. (2019) found that organizational culture greatly shapes the leadership style of the organization. The business environment is becoming dynamic daily owing to the advancement in technology and globalization. An organizational culture that encourages transformational leadership is, therefore, essential as it ensures organizational leadership withstands the test of time in all aspects (Akanji et al., 2019). Leadership style is essential when developing of the organization image and enhance customer satisfaction. Leadership that focusses on customer satisfaction is important as put strategies in place to promote customer loyalty and customer retention. Akanji et al. (2019) study brings out contextual gap as it was done in Nigeria which differ in governance and operations from Kenya.

According to Eniola et al. (2019) customer focus should be the top priority of the organization. Customers are important pillars of the organization and ensuring that their needs are met effectively is important (Eniola et al., 2019). An organization ought to understand the needs of the organization at all times and make sure that those needs are met to maintain and attract customers which is important for the growth and development of the organization. Eniola et al. (2019) has only focused on customer focus leaving out other aspects like innovative-supportive culture and collaborative culture which is one of the conceptual scope of this study.

In Ghana, Abane et al. (2022) noted that organizational culture is essential in proving the productivity of the employees. Effective organizational culture enables employees to achieve the best for the growth of the organization. It creates conducive environment that enables employees to share ideas and knowledge, thus enhancing innovation and creativity (Abane et al., 2022). Innovation and creativity enable the business to differentiate itself from other businesses. Organizational culture influence how things are done in an organization. It gives employees the morale that is important to achieve the best. It also enables the organization to have continuity which is important to enable the organization to have long term sustainability in its performance. Organizational culture also is important in enabling the organization to achieve its goals and objective. Effective and flexible organizational culture can achieve its objectives and goals effectively and efficiently. Abane et al. (2022) study brings out contextual gap as it was done in Ghana that differs significantly in governance and operations from Kenya.

In Kenya, Mudanya and Oloko (2022) found that organizational culture has a great influence on organizational performance. The organization, therefore, should focus on strengthening

their organizational culture if it is to improve its performance. Accordingly, the organization should focus on enhancing the quality, competitiveness of goods and services provided. The provision of quality services and products enhance customer satisfaction, which is important to enable them to continue supporting the business (Mudanya & Oloko, 2022). Mudanya and Oloko (2022) nonetheless has failed to look into specific aspects of organizational culture that include, customer focus culture, innovative-supportive culture and collaborative culture. Organizations should focus on building the capacity of its leaders to enable them have the needed skills and knowledge to strengthen its organizational culture and improve the organizational performance. Organizational environment motivates employees to achieve the best (Kuria & Kimutai, 2018). Enhancing communication and feedback creates a good organizational environment which enhances the performance of the organization.

Studies reveal gaps that the research sought to address. This research, in particular, addressed the contextual, conceptual and methodological gaps that had been identified. In doing so, the study focused on examining customer focus culture, innovative-supportive culture and collaborative culture and how they influence performance of printing firms. This was essential in promoting a better comprehension of the organizational culture.

### **1.1.1 Organizational Culture**

Organizational culture is a system of shared norms, values, beliefs and assumption that govern how people in an organization behave and undertake their work to achieve the goals (Maika, 2020). Organisational culture was defined by Zemojtel-Piotrowska and Piotrowski (2023) as the collective way an organization does its activities which distinguish it from other actors. Hence, organization's culture is assumed to be part and parcel of the personnel and resides in their minds (Indiya et al. 2018). According to Owino and Kibera (2019), organizational culture determines how things are done and shapes the beliefs and behaviours which is important to differentiate the organization from other organizations (Owino & Kibera, 2019). Other experts further explain organization culture as a collection of values, norms, traditions, policies, beliefs, and attitudes constituting a pervasive phenomenon of everything on how people engage and undertake activities in an organization (Guchait et al., 2020). The founding members and the organization's senior management's shared traits and values form the basis of the organization's culture. An organization can, however, develop and implement cultural values to help manage the behavior of its members. As Rachman et al. (2022) noted, organizational culture portrays the organization's vision, values, beliefs, business ethics, personalities, and even the traits of

the entity's founders, the management, shareholders, and its employees and how business is done.

Customer focus culture is an organizational environment that focus on the needs of the customers which is important in enabling the organization to different itself from other organizations (Ipinazar et al., 2021). Customer focus culture enables the employees to more committed to understanding and meeting the needs of the customers. It enables employees to develop empathy and listening ear (Akanji et al., 2019). Responding promptly to the customers issues enables them to know that the organization is concerned about them. An organization should be deliberate on meeting the needs of the customers and continuous make improvements to effectively meet the changing needs of the customers (Ipinazar et al., 2021). The correct leadership should be in place to offer the needed support to accomplish customers' needs effectively and efficiently.

Innovative-supportive culture refers to an organizational environment that enhances innovation. It enables the organization to be competitive and adapt to the market changes and turbulence (Abane et al., 2022). Abane et al. (2022) operationalized innovative-supportive culture as creation of innovative environment that enables the organization to adapt to dynamics in a business environment. It provides the needed support and resources to enable the employees to be creative and innovative to help the organization to differentiate itself in the industry. Innovative-supportive culture can help the printing industry especially in the current world to effectively provide competitive services and products to customers (Gachanja et al., 2020). It can enable organizations to allocate resources effectively and come up with ideas that are cost-effective, less-riskier and more competitive, thus enabling the organization to compete favourably in the current business environment.

Collaborative culture, on the other hand, refer to organizational environment that encourages, teamwork, cooperation and shared goals that propel the organization to achieve its mandate and objectives (Pathiranage, 2019). Teamwork plays an important role in any organization as it encourages collective efforts to ensure that work is done. Printing industry like any other industry requires collaborative culture to ensure that work is done and that effort of every member in an organization is put into good use. Collaborative culture encourages open communication which is important to build trust among employees and customers (Kaouache et al., 2020). Kaouache et al. (2020) operationalized collaborative culture as the act of building

trust in place of work with the intention of promoting together and performance. It also develops synergy among employees that is important to enable them to achieve the best.

Mishra (1995) operationalized organization culture using involvement, member conformity, consistency, adaptability and mission. Abane et al. (2022) and Bautista (2023) operationalized organization culture customer focus, organization learning, employee engagement/ team work culture, collaboration, innovation-supportive orientation, goal achievement and marketing process. For Vargas-Halabi and Yagüe-Perales (2024) organization culture comprise involvement, adaptability, mission and consistency. Khedhaouria et al. (2020) identified collaboration, innovation, marketing and control as key facets of organization culture. In this study, organization culture was operationalized into customer focus culture, innovative supportive culture and collaborative culture (Ipinazar et al., 2021; Zemojtel-Piotrowska & Piotrowski, 2023). The measures were chosen in studying organization culture in the context of printing industry.

### **1.1.2 Organizational Performance**

Organizational performance is the level of achievement or success in fulfilling goals, objectives, and targets related to the overall business effectiveness (Anwar & Abdullah, 2021). The study considers a modified version of Carroll's pyramid of corporate social responsibility to promote firm performance in the SME industry, emphasizes economic, legal, ethical, and philanthropic dimensions (Lu et al., 2020).

A comprehensive view of organizational performance includes financial indicators, productivity, innovation, customer satisfaction, employee engagement, and market competitiveness (Tuan, 2020). The study aligns with Norton and Kaplan's Balanced Scorecard, emphasizing the importance of a harmonized strategy that balances financial and non-financial indicators for a holistic view of performance (Sartor, 2019). Key performance metrics include Financial as measured through Profit Margin and Return on Investment; Customer Satisfaction, Innovation and learning and lastly Internal Process Efficiency. This approach aims to provide organizations with informed decision-making tools for sustainable growth.

The study recognizes organizational performance as a multi-faceted concept encompassing financial and non-financial dimensions. The Balanced Scorecard framework, proposed by Norton and Kaplan (2001), is acknowledged for its contribution to evaluating organizational effectiveness (Sartor, 2019). This framework advocates for a balanced assessment,

incorporating both financial metrics and non-financial metrics like customer satisfaction, innovation, and internal process efficiency.

The study proposes a nuanced understanding of organizational performance, drawing from diverse indicators to provide a comprehensive evaluation. Financial metrics like Profit Margin and Return on Investment offer insights into cost management, pricing strategies, and investment profitability (White et al., 2020). Customer Satisfaction, assessed through surveys and feedback, becomes pivotal in gauging client contentment and encouraging repeat business. Innovation is considered a crucial aspect, measuring an organization's adaptability and competitiveness (White et al., 2020). Internal Process Efficiency, evaluating operational effectiveness, becomes instrumental in impacting costs and overall productivity.

Building upon the foundation laid by Norton and Kaplan (2001), the study aligns its approach to organizational performance measurement with the principles of the Balanced Scorecard (Sartor, 2019). This approach ensures a holistic evaluation that considers the interplay between financial and non-financial factors. This research emphasizes the importance of understanding organizational performance not solely as financial success but as a balanced achievement of goals, objectives, and targets across various dimensions.

Various models have been employed to measure organization performance. Some of the models include Triple bottom line theory and balance scorecard. Triple bottom line theory enriches the conventional business success parameters by including the organization's contributions to environmental health, social well-being, and economy (Correia, 2019). The Triple bottom line theory is often acronymized as organization performance in term profit, people and planet. On the other hand, the Balanced Scorecard Model (BSC) was first proposed in 1992 by Kaplan and Norton; it translates the strategy, vision, and mission into performance objectives, measures, targets, and initiatives. The BSC operationalizes organization performance in terms of four key perspectives; perspective of customer, financial perspective, perspective of innovation and learning and perspective of internal processes. This study adopted the perspective of BSC that includes perspective of customer, financial perspective, perspective of innovation and learning and perspective of internal processes (Sartor, 2019). The measures were chosen as they can provide holistic evaluation of organizational performance by integrating customer satisfaction, financial health (profitability), innovation and learning and internal process efficiency.

### 1.1.3 Printing Firms in Kenya

The printing sector in Kenya has witnessed remarkable growth since the establishment of the first government printing press in 1895 (Al Khajeh, 2018). Kenyan industry contributes approximately 1.2% of the Gross Domestic Product (Statista, 2024). The sector employs over 50,000 people. The industry is expected to grow by 5% and generate US\$ 18.7 million before the end of 2024 (Statista, 2024). It is projected that the industry will grow at the rate of 1.49 by 2028 generating US\$19.8 million. The study focuses in Nairobi where a total of 1113 licensed printing firms are domiciled (Nairobi City County, 2024).

The printing industry in Kenya has undergone revolutionary changes, embracing modernization through advanced technologies and automation, leading to enhanced quality and increased capacity (Al Khajeh, 2018). These firms are equipped with modern technology and equipment, enabling them to efficiently produce high-quality printed materials (Fidyah & Setiawati, (2020). Their services encompass a wide range of offerings, including commercial printing, graphic design, packaging, and prepress operations among others (Al Khajeh, 2018). Employing skilled professionals with expertise in areas like graphic design, color management, and printing techniques, these firms work closely with clients to comprehend their specific printing needs and provide a customization and personalization solutions that create distinctive marketing materials (Carvalho et al. 2019).

Printing firms in Kenya prioritize timeliness and efficiency, striving to meet deadlines and provide quick turnaround times without compromising on quality. They employ competitive pricing structures based on factors such as print quantity, size, complexity, and finishing options (Adam et al. 2020). Organizational culture in printing firms influences employee engagement, creativity, and collaboration, driving better outcomes in production and customer service. A positive culture encourages continuous improvement, which is essential in adapting to new printing technologies and market trends. Strong organizational values in printing firms can also foster trust, enhance efficiency, and improve overall business performance.

Customer service is a top priority for these firms, as they offer guidance on design and material choices, ensure responsive communication, and guarantee that the final product meets or exceeds expectations. Some printing firms place an emphasis on environmental responsibility by adopting eco-friendly practices and utilizing sustainable printing techniques (Owino & Kibera, 2019). The printing industry in Kenya holds significant importance for study due to its vital role in supporting communication and marketing efforts across various sectors.

The printing firms in Kenya faces numerous challenges ranging from technological advancements, raw source issues and stiff competition which calls for elaborate organizational culture to address these challenges. Elaborate organization culture can enable organization to make good use of opportunities such as leveraging on digital innovation and improvement of organization structure to enhance competitiveness and ensure sustainable growth. Understanding the dynamics, challenges, and opportunities within this industry can provide valuable insights into the overall business ecosystem (Maika, 2020). Additionally, studying the printing industry helps identify potential areas for growth, innovation, and policy interventions.

In Kenya, the printing industry falls under the purview of the Ministry of Industrialization, Trade and Enterprise Development. This ministry is responsible for formulating policies, regulations, and strategies to support and regulate various sectors, including the printing industry. The ministry collaborates with relevant government agencies, such as the Communications Authority of Kenya and the Kenya Bureau of Standards, to ensure compliance with industry standards and regulations (Maika, 2020). There are 1113 licensed printing firms in Nairobi County Kenya (Nairobi City County, 2024).

## **1.2 Statement of the Problem**

The printing sector has been growing significantly over the years due to advancement in technology. The global printing market is expected to be USD 461.06 billion by December 2024 and is projected to grow by 1.67% by the end of 2029 (Mordor Intelligence, 2024). As businesses grow and develop globally, the demand for advertising materials grows. Printing industry in Kenya is dynamic owing to technologies, organizational culture and emerging issues in the business environment and this has greatly affected and make performance of the printing firms unpredicted. Understanding the dynamics of the printing firms especially in the Kenyan context is important as it promoted understanding of their performance and inform development of strategies to ensure sustainability in performance (Ojwaka & Deya, 2018). Focusing on the organizational culture, is important, as it promoted understanding of specific variables like customer focus culture, innovative supportive culture and collaborative culture things that have not been explored in the printing industry in the Kenyan context.

The performance of printing firms is may be affected by factors that may narrow down to provision of innovative products, customer focus and collaborative working culture. However, it has not been adequately investigated through empirical literature how organization culture affects the performance of printing firms. A study by Ipinazar et al. (2021) found that

organizational culture in terms of addressing customers' needs is essential in improving the organizational performance in Spain. However, the study focusses more on the human capital and how to improve processes that is important to promote customer satisfaction failing to explicitly examine how customer focus culture can affect the performance of the organization which brings out conceptual gap. In Pakistan, Naveed et al. (2022) established that organizational culture plays an important role in influencing organizational efficiency. The study nonetheless raises contextual gap as it focuses on the banking industry in Pakistan. The operations of the banks differ significantly with the operations of the printing firms which explains the contextual gap.

In Nigeria, Akanji et al. (2019) noted that organizational culture shapes the leadership style of the university. The study has brought out contextual and conceptual gap as it focusses on higher education in Nigeria and has failed to focus on customer focus culture, collaborative culture and innovative-supportive culture that was the focus of this study. Operations of higher education differs significantly from that printing firms which explains the contextual gap. Furthermore, the stud by Akanji et al. (2019) employed exploratory qualitative approach while this study employed cross sectional research design presenting methodological gap. Locally, Mudanya and Oloko (2022) found that organizational culture greatly influences the performance of organizations with aim of attaining competitive advantage in Kenya. The study, however, has failed to investigate the specific factors of organizational culture such as collaborative culture, customer focus culture and innovative-supportive culture that formed the core focus of this study, thus bringing out conceptual gap. Gachanja et al. (2020) also found that organizational learning influences innovation in an organization. The study focused majorly on organizational learning failing to look into specific factors of organizational culture that include collaborative culture, innovative-supportive culture and customer focus culture consequently bringing out conceptual gap.

Existing empirical studies have revealed research gaps that necessitate more interrogation of the link existing in between organizational culture and performance on printing firms especially in the Kenyan context. A review of existing literature on organizational culture and performance reveals several critical gaps in the context of printing firms in Nairobi City County. Conceptually, most studies have explored organizational culture broadly, without tailoring frameworks to the unique dynamics of the printing industry, which blends customer focus, innovative supportive culture and collaborative culture. Contextually, there is limited research focused specifically often within large multinational or manufacturing firms and not

printing sector, despite its significance to socioeconomic growth and employment. Methodologically, previous studies tend to rely heavily on qualitative approaches using exploratory qualitative approach while this study employed cross sectional research design.

Other studies find that strong organizational culture catalyze organisational performance. They, however, fail to interrogate in detail how each of the three aspects of customer focus culture, collaborative culture and innovative-supportive culture affect the performance. Kenya is made up of its unique socio-economic structure, business environment, and policy framework that may be influencing performance of printing firms. It is against this that this study determined the effect of organizational culture on performance of printing firms in Nairobi City County, Kenya.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The general objective was to determine the effect of organizational culture on performance of printing firms in Nairobi City County, Kenya.

#### **1.3.2 Specific Objective**

- i. To determine the effect of customer focus culture on the performance of printing firms in Nairobi City County, Kenya.
- ii. To establish the effect of innovative-supportive culture on the performance of printing firms in Nairobi City County, Kenya.
- iii. To determine the effect of collaborative culture on the performance of printing firms in Nairobi City County, Kenya.

### **1.4 Research Questions**

- i. What is the effect of customer focus culture on performance of printing firms in Nairobi City County, Kenya?
- ii. What is the effect of innovative-supportive culture on the performance of printing firms in Nairobi City County, Kenya?
- iii. What is the effect of collaborative culture on performance of printing firms in Nairobi City County, Kenya?

## **1.5 Scope of the Study**

This study opined to find out the influence of organizational culture on performance of printing firms in Nairobi City County, Kenya. In terms of conceptual scope, there are several measures of organization culture as per authors. However, this study narrowed to customer focus culture, innovative-supportive culture and collaborative culture and how they affect performance of printing firms. These aspects according to literature have strong connection with the operations of print firms. In terms of population scope, the study focused at 1113 licensed printing firms in Nairobi County (Nairobi City County, 2024). It employed descriptive cross sectional research design and was conducted from the month of June 2024 to August 2024 an indication of time scope.

## **1.6 Significance of the Study**

The sections provide the study's significance. It provides the significance to policy, practice and future researcher.

The study came up with information that may be important for policymakers. The study came up with findings that may help the government develop policies that are important to make printing firms competitive. The findings of the study may inform policymakers in the printing industry to develop regulations and policies serve all the stakeholders in the printing industry well, thus promoting growth and development of printing industry in Kenya.

The study findings may help printing firms understand the importance of organizational culture and how they impact overall firm performance. This is important to enable them to develop strategies that may enable them to have appropriate organizational culture. It may also enable the printing firms to develop strategies that can enable them compete favourably in the current business environment.

Basing on the findings, the study may identify areas that need further research. This may help scholars to know areas that need further research which is important to add more knowledge about organizational culture and performance. The study findings also act as source reference academic resources for future researchers pertaining the role of organizational culture in printing industry.

## 1.7 Chapter Summary

The chapter presented an in-depth synthesis of organization culture and organization performance from global, regional, and local perspectives. Research gaps emanating from past scholars regarding organization culture and organization performance were explored with particular focus to printing industry. The statement of the problem was formulated and supported by statistics and research gaps. The chapter proceeds to outline the study scope and significance to practice, policymakers and future research. The chapter ended by presenting a summary of the study.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the existing literature about the topic. Chapter two starts by reviewing the theories that anchor the study followed by an in-depth interrogation of past studies that exist about organizational culture and performance. It does this as per the variables that have been identified including ease of culture, innovative-supportive culture and collaborative culture. The chapter then outlines gaps in tabular form, and how study variables were operationalized. It ends with chapter summary of key issues discussed.

#### **2.2 Theoretical Review**

Organizational culture can be explained using various theories. The theories that can be used to explain organization culture include Organizational Socialization Theory, Schein's Three Levels of Culture, Hofstede's Cultural Dimensions Theory, Deal and Kennedy's Cultural Model and Peters and Waterman's Excellence Theory among others. The study was, however, anchored by Organizational Socialization Theory to explain different aspects of organizational culture and supported by BSC to underpin the dependent variable (organization performance).

##### **2.2.1 Organizational Socialization Theory**

The anchor theory is Organizational Socialization Theory. Daniel Katz and Robert Kahn's organizational socialization theory, developed in the 1960s, lays the foundation for understanding how individuals adapt to new organizational environments and integrate into the organization's social fabric (Atherley et al., 2016). As they integrate, the individuals learn the organizational norms, values, customs and expectations. The focus is on organizational membership, where individuals join the organization and become part and move across different roles and positions within organizations over time.

The theory emphasizes three basic stages of an individual's integration: anticipatory socialization, organizational entry/assimilation, and organization disengagement/exit (Atherley et al., 2016). Anticipatory socialization involves an individual forming expectations based on information from various sources, including friends, family, media and educational experiences. The perception born out of expectations is then used to clarify the individual's values and career aspirations to align with the perceived values (Hatmaker et al., 2022). This

is followed by a thorough exploration of the culture within that organization to understand the values, and norms, and strengthen their expectation.

The organizational entry/assimilation describes the initial encounters of the individual upon joining the organization, learning norms and values and building relationships (Woodrow & Guest, 2019). When the individuals officially join the organization, they interact with colleagues, supervisors and the work environment and, in the process, acquire the values, norms, practices and expectations of the organization in the form of understanding its vision, mission and operations (Atherley et al., 2016). While interacting, the individuals establish connections with peers, supervisors and others in that organization.

At the organizational disengagement/exit level, individuals plan their eventual departure by planning for their retirement, career transition or pursuing new opportunities (Woodrow & Guest, 2019). As they plan, they reflect on the experiences within the organization, assess how their values align with the organizational culture and evaluate their satisfaction with the job and career progression. The outcome informs their mode of exit, including retirement, resignation or any other form of disengaging from the organization.

As noted from the three levels stipulated, the theory is based on various assumptions that shape the understanding of how individuals integrate into the organization. First, it assumes that socialization in the workplace is a process of learning that occurs through social interactions with other people in that environment (Illeris, 2018). Second, it assumes that individuals actively seek information about the organization throughout the anticipatory, entry and progressive levels, driven by individual motivation. Third, the theory assumes that individuals form perceptions of what the organizational culture will be like before they come into the organization (Hatmaker et al., 2022).

The theory further assumes that there is an implicit mutual adjustment between the individual and organization where the former adapts to the organization's culture, whereas the latter adapts and accepts the new individual (Woodrow & Guest, 2019). When the values embedded in the organizational culture and that of the individual are consistent, the theory assumes that the individual is more likely to succeed and be satisfied in a process known as cultural fit. Lastly, the theory assumes that socialization is ongoing. These assumptions, together with the postulation put forth by Katz and Kahn (2015) form the basis of the current research by understanding how an individual and the organizational culture interact in a work environment to influence the organizational output.

Organizational Socialization Theory has been criticized for overlooking the role of employees in adaption of the organization to the business environment and changing times (Frogeli et al., 2023). The theory also does not account for individual differences such as personality that may affect socialization process (Woodrow & Guest, 2019). The theory also fails to factor in the fact that socialization process is non-linear, unpredictable and differs from one industry to another.

Despite the weakness that have been identified, organization socialization theory is relevant to the understanding of the organizational culture as it puts emphasis on individuals understanding of values, norms and behaviours in an organization (Hatmaker et al., 2022). Accordingly, it promoted understanding of aspects of organizational culture such as customer focus culture, innovative-supportive culture and collaborative culture. Organizational socialization theory helps explain how new employees learn and internalize a company's values, behaviors, and norms, shaping their understanding of what is expected in terms of customer focus, innovation, and collaboration. Through structured onboarding, mentorship, and cultural cues, employees adopt a customer-centric mindset, embrace innovative thinking, and learn to work effectively in teams. This process ensures that the organizational culture is continuously reinforced, aligning to its goals.

### **2.2.2 Balance Score Card Model**

The Balanced Scorecard Model was first proposed in 1992 by Kaplan and Norton; it translates the strategy, vision, and mission into performance objectives, measures, targets, and initiatives. This articulation removed the mystery and mythology associated with how one continuously can improve organizational performance and its results. This translates into four balanced perspectives, which are inter-linked together with the concept of cause and effect. The strength of the balance scorecard lies in the fact that the system is flexible and a universal technique for application by different managers of heterogeneous organizations. As Butt (2021) writes, the core objective of the BSC is to help in coordinating firm resources in its jurisdiction in order to bring about firm market growth and the concomitant prosperity.

In dynamic business environment, it is critical for any business to do a thorough assessment and measurement of its business activities. Because of the growing quantity of financial information, traditional measures may no longer be effective (Akbarzadeh, 2012). The firm management have to analyze the financial data to understand the financial position of the enterprise in relation to its objectives. It has; however, been criticized for not having universally

agreed method of describing each of the business activities or endeavors (Szczupak & Stajniak, 2022). Thus, the organization requires a broader view of the financial and non-financial attributes of the organization (Wieczorek, 2008). As such, the BSC is not only a measure the organization's effective in pursuing its goals but also as roadmap of to guide the strategic thinking and implementation in the organization (Szczupak & Stajniak, 2022). The BSC help explain the strategic objectives of the enterprise and how they can be integrated into the management (Kaplan & Norton, 2009). In addition, it supports strategic planning setting of organization goals and integrating strategic initiatives into the enterprise. It also directs the monitoring and execution of enterprise strategies.

The balance scorecard predicts the accuracy of the strategy of the organization through various performance indicators based four prepositions including customers, finance, employee learning and growth and internal processes. The BSC enables a business enterprise to not only track the financial output, but also customer satisfaction levels, business processes' results and firms' ability to grow (Muda, 2018). Additionally, the BSC is seen as a flexible technique and can be adapted by different organization in different sectors to suit their needs. Thus, the BSC structure may be different for organization for profit and those not-for-profit organizations.

The BSC financial perspective defines the financial wellness of the entity. It elaborates the financial value in terms of revenue generated to the stakeholders or owners, allocation of financial resources to align with operations of the enterprise or cash flow within the organization (Kaplan & Norton, 2005). On the other hand, customer perspective in BSC is meant to understand how enterprises handle its customers. It is argued that customer focus is one critical aspect in ever changing business environment.

Good management of the customers is the avenue to get revenue because happy customers will likely want to engage business with the organization hence the achievement of the BSC financial perspective (Quesado, 2018). With customer perspective, certain measures are visible. The acquisition and retention of customers will depend if the customers are contented with the quality of products and services provide. The nature of customer services provided by the enterprise will inform customer acquisition and retention (Piosik, 2006).

Furthermore, the BSC structure is also anchored on the internal processes' perspective. This perspective is made up of key process and activities required to attain the enterprise goals including the customer and financial perspectives (Bochenek, 2019). In the interest of customers, firm owners, the quality of enterprise operational process is critically important

(Nieplowicz, 2015). In the context of internal processes perspective common parameters to be looked into include revenues from sales of products introduced to the market, costs of operational processes, number of newly implemented solutions, quality of products and effectiveness of processing, efficiency of production and expenditures on research and development (Jaruga, Kabalski & Szychta, 2014).

Finally, the innovation/learning skills perspective is geared toward long-term growth and sustainability of the enterprise based on innovation and skill match of the organization workers. Learning is seen as critical in the pursued of future growth and being able to compete in the ever-changing business environment in terms of competition, technological growth and customer needs in terms of product and services. According to Pierscionek (2011), learning in an organization depends on three critical items enterprise systems, procedures and staff. Within this perspective, key parameters to be looked include number of employees improving their qualifications, turnover of key employees and satisfaction of employees (Jaruga et al., 2014).

The balance scorecard is applicable as it will promote understanding of the performance of the printing firms within the study context. Accordingly, the deployment of a new business strategy by printing firms requires proper integration and alignment of financial perspectives, customer, innovation and internal processes of the organization. The four perspectives stated in the balance scorecard are useful in understanding and tracking the operational activities deployed by printing firms. The balance scorecard thus, is a roadmap where printing firms can follow in order to improve their business process, customer experience and innovation capabilities for better finance performance.

### **2.3 Empirical Review**

In this sub item, the study synthesizes the previous researches that have explored the impact of different organizational culture attributes on the performance of printing-related activities. Empirical review is done as per the three variables; customer focus culture, innovative-supportive culture and collaborative culture. The study arrived on the three variables based on gaps left by prior researchers, theoretical frameworks and trends that have been observed in various researches. Customer focus culture was chosen due to its role in enhancing customer satisfaction and loyalty which affects the organizational performance directly. Innovative-supportive culture was chosen because of its association to competitiveness and adaptability while collaborative culture was chosen because of its role in fostering teamwork and sharing of information.

### **2.3.1 Customer Focus Culture and Organizational Performance**

A customer focus culture refers to the commitment of the organization to the needs, preferences and satisfaction of the customers. Customer focus culture is embedded on the company's values, beliefs and behaviours and this important for the success of the company.

In Spain, Ipinazar et al. (2021) studied about how organizational culture can be employed to achieve high performance. The study used Organizational Culture Transformation Model (OCTM) design. The study found that organizational culture that focuses on customers' needs helps to improve the performance of the organization. To address customers' needs effectively and efficiently, the organizational culture should focus on empowering the organization's human resources. This is important to ensure that the human resource has the skills and knowledge that is needed to attend to needs of customers appropriately (Ipinazar et al., 2021). The study focusses more on the human capital and how to improve processes that is important to promote customer satisfaction failing to explicitly establish how customer focus culture can affect the firm's performance.

In Indonesia, Ekasari et al. (2020) studied about the organizational culture and performance. The study used cross-sectional approach where census was employed in collecting data from 58 nurses in Baptist Batu Hospital. The study analyzed data descriptively and found that organizational culture and, in particular, collaborative culture significantly influences the performance of nurses in the hospital. Accordingly, nurses must work collaborative with other health professionals to enable them to improve the quality of health. Working collaboratively enables them to ensuring that activities are well coordinated and this is important to improve the overall performance of the healthcare organization. Though the study has investigated organizational culture well, it presents contextual gap as it focusses on nurses in Indonesia. Nursing operations differs significantly from the operations of the printing firms which explains the contextual gap.

In Nigeria, Akanji et al. (2019), explored organizational culture and the link on the leadership style. The study employed exploratory where data was collected from 40 senior academics and non-teaching staff in Nigerian Universities using interviews. The study found that organizational culture shapes the leadership style of the university. Leadership style has a great influence on how universities attend to its customers and influence the overall quality of service delivery (Akanji et al., 2019). Developing organizational culture that encourage transformational leadership is important as it will help a lot to ensure that leadership that can

withstand the test of time is in place. The study has brought out contextual and conceptual gap as it focusses on higher education in Nigeria and has failed to focus on customer focus culture, collaborative culture and innovative-supportive culture that was the focus of this study. Operations of higher education differs significantly from that printing firms which explains the contextual gap.

In Ethiopia, Gebretsadik (2020) studied institutional culture and organizational effectiveness in public universities. The study surveyed 600 subordinates and 160 supervisors of public universities that was selected using stratified sampling technique. It was noted that institutional culture significantly influences the organizational effectiveness. Institutional culture influence how things are done and this impacts on the effectiveness and efficiency of the organization (Gebretsadik, 2020). Institutional culture influences the morale of the employees and academicians and this motivates them to achieve the best. It motivates them to come up with ideas that are important to foster innovation and creativity. The study has brought out contextual gap as it focuses on public universities in Ethiopia. Operations of public universities differs significantly with the operations of the printing firms which explains the contextual gap.

In Kenya, Mudanya and Oloko (2022) investigated the role of organizational culture on performance of the commercial banks. It used descriptive research design where data was collected quantitatively employing structured questionnaire from 225 general managers, assistant managers, tellers and credit officers of the commercial banks. The study found that organizational culture has a great impact on the performance and that for an organization to have a competitive advantage, they should strengthen their organizational culture. Organizational culture should focus on improving the quality-of-service delivery which is important to improve customer satisfaction (Mudanya & Oloko, 2022). Building the capacity of organizational leaders helps to strengthen the organization culture, thus fostering organizational performance. The study however did not explore the specific factors of organizational culture such as collaborative culture, customer focus culture and innovative-supportive culture that was the focus of the study.

### **2.3.2 Innovative-Supportive Culture and Organizational Performance**

An innovative-supportive culture refers to the organizational environment that encourage innovation through provision of support and resources that is need to generate new ideas and knowledge (Vargas-Halabi and Yague-Perales, 2024). Innovative-supportive culture motivates employees to explore new things that are important for the growth and development of the company.

In Pakistan, Naveed et al. (2022) studied about the organizational culture link to the organizational innovation in promoting the efficiency of the organization. A questionnaire was using in collecting data from 280 manager-employee dyads operating in the banking industry. It was noted that organizational culture plays an important function in influencing organizational efficiency. It enhances or supports organizational innovation which is important to promote effectiveness and efficiency. Organizational culture plays an important role in dealing with organizational resistance that hinders innovation. Ensuring that proper structures are in place to have a flexible organizational culture that can withstand the test of time is, therefore, important. The study nonetheless raises contextual gap as it focuses on the banking industry in Pakistan. The operations of the banks differ significantly with the operations of the printing firms which explains the contextual gap.

In Costa Rica, Vargas-Halabi and Yague-Perales (2024) did research on organizational culture and innovation. The study gathered data from 372 Costa Rica's firms and analyzed the data using structural equations. The study found that organizational culture goes hand in hand with innovation. Organizational culture encourage innovation in all aspects. It ensures that proper structures that aid innovation are in place. Innovation is now important for the survival of the organization. Innovation, however, cannot be enhanced without proper organizational culture that motivates and encourage adoption of innovation (Vargas-Halabi and Yague-Perales, 2024). The study studied organizational culture and innovation but has failed to link to the performance of the organization.

In Nigeria, Oluwa and Ibrahim (2021) investigated the organization culture and its influence on the performance of SMEs. A structured questionnaire was administered to SMEs at different locations. The study found that clan culture, adhocracy culture, market culture, and hierarchy culture are highly related to the performance. Also, the organization culture is highly related to the innovational performance. Achieving innovative performance, therefore, requires holistic approach that ensures that factors that make up an organizational culture are put in place.

However, the study has managed to relate the organizational culture and performance has failed to look into specific factors like customer focus culture, innovative-supportive culture and collaborative culture which was the focus of this research.

In Ghana, Abane et al. (2022) examined organizational culture and productivity of the employees. Quantitative approach was adapted where both descriptive and cross-sectional design were employed. 132 self-administered questionnaires were distributed to employees. It was established that organizational culture is important to enable employees to improve productivity. Organizational culture, in particular, motivates the employees to achieve the best. It encourages and supports them to become more innovative, thus enabling them to come with ideas that are important for the growth and development of the organization (Abane et al., 2022). The study has failed to examine specific aspects of organizational culture that include collaborative culture, innovative-supportive culture and customer focus culture that this study sought to explore in the context of printing firms.

In Kenya, Gachanja et al. (2020) examined organizational learning and its influence on the innovation. Targeting 303 respondents data collection was done by using questionnaires and interviews. The study found that organizational learning influences innovation in an organization. For organizational learning to be well-developed, however, effective organizational culture should be put in place (Gachanja et al., 2020). The study focused majorly on organizational learning failing to look into specific factors of organizational culture that include collaborative culture, innovative-supportive culture and customer focus culture.

### **2.3.3 Collaborative Culture and Organizational Performance**

A collaborative culture refers to the organizational environment that embraces teamwork, cooperation and share goals that is important to meet the goals of an organization (Rocha et al., 2023). Collaborative culture fosters trust, communication and synergy among the employees.

In Brazil, Rocha et al. (2023) examined collaborations for digital transformation. The study did empirical investigation of three Brazilian manufacturing companies. The study did multiple case studies and qualitative analysis where data was gathered using interviews and questionnaires. It was established that collaborative culture is important for digital transformation to achieve success. Collaborative culture is important as it helps in sharing of the knowledge which is important to ensure effective implementation of the digital technologies that are important to enable the organization to gain competitive edge (Rocha et al., 2023). The study examines collaborative culture among the manufacturing companies in

Brazil which brings about contextual gap as the operations of manufacturing firms differ significantly with the printing firms. The business environment in Kenya also differs significantly with that of Brazil.

Pathirana (2019) did an empirical study in Sri Lanka about organizational culture and the performance of the business. The study reviewed journals, periodicals, seminal books, and other published materials. The study found that organizational culture has an impact on many aspects of the organization and influences all the processes in an organization. It influences employee engagement and collaboration which is important if the organization is to improve its performance significantly (Pathirana, 2019). Culture integration has a great influence on the collaboration of the employees. Examining the study, the study presents methodological gap. The study did empirical review. This study adopted a correlational research design.

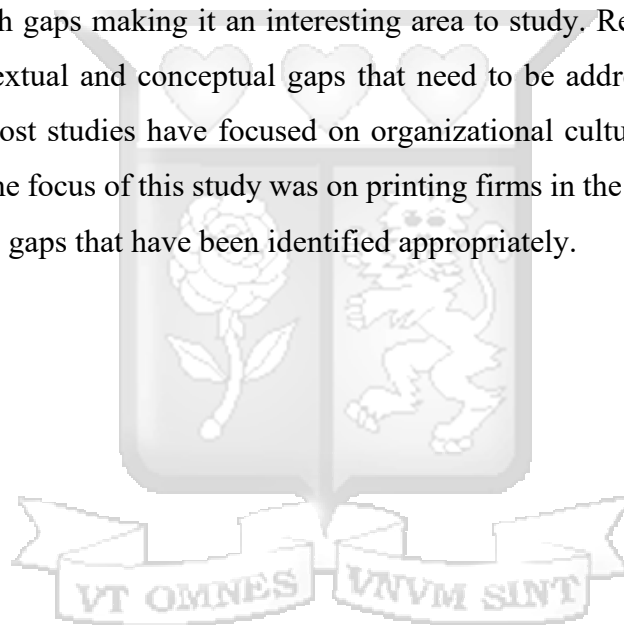
In Algeria, Kaouache et al. (2020) examined organizational culture in public organizations. The study used a mixed method approach where 6 managers were interviewed and 256 employees were surveyed in Algerian electricity power plant. The study finds that organizational culture affects the performance of the organization and, as a result, organizational culture should be continuously be developed as per the changing needs. The study recognizes the fact that business environment is changing which calls for the need to ensure that organizational culture is up to date (Kaouache et al., 2020). The study nonetheless has not focused on specific organizational factors like customer focus culture, collaborative culture and innovative-support culture that was the aim of this study. Also, the study narrowed to electricity power plant which differ significantly from printing firms.

In Egypt, Elewa (2019) examined organizational culture and organizational trust among nurses in public and private hospitals. The study used descriptive correlation comparative design where data was collected from 87 nurses in public hospitals and 89 nurses from private hospital using a questionnaire. It was established that organizational culture and organizational trust goes hand in hand. Effective organizational culture enhances the development of the organizational trust that is important to promote a good relationship between employees and customers. An organization, therefore, should have a good plan to promote organizational trust and organizational culture. The study has failed to examine the aspects of organizational culture that include customer focus culture, collaborative culture and innovative-supportive culture that were explored in this study highlighting concept gap. The study also focuses on nursing industry which differs significantly from the printing industry.

In Kenya, Kuria and Kimutai (2018) examined organization environment and the performance of the construction firms. Descriptive research design was employed and employing semi structured questionnaires, data was collected from 98 employees of 49 construction firms. The study established that organization environment influenced the performance of the organization. An organization, therefore, should enhance their communication and feedback and this is important to ensure collaboration (Kuria & Kimutai, 2018). The study nonetheless has failed to look into specific factors of organizational culture that include customer focus culture, innovative-supportive culture and collaborative culture.

## **2.4 Summary of Knowledge Gaps**

Several researches about organization culture and how it affects organization performance have been done though with gaps making it an interesting area to study. Reviewing the literature, however, shows contextual and conceptual gaps that need to be addressed and this was the focus of the study. Most studies have focused on organizational culture in other areas other than printing firms. The focus of this study was on printing firms in the Kenyan context. Table 1 below highlights the gaps that have been identified appropriately.



**Table 1: Summary of the Knowledge gaps**

Author	Focus of Study	Methodology	The Findings of the Study	Research Gap	Current study focus
Naveed et al. (2022)	Organizational culture link to the organizational innovation in promoting the efficiency of the organization in Pakistan's banking industry	Deductive approach.	Organizational culture plays an important role in influencing organizational efficiency.	Contextual gap has been identified as the study focuses on the banking industry in Pakistan. The operations of the banks differ significantly with the operations of the printing firms which brings out the contextual gap.	Focus on printing firms in Kenyan context.
Oluwa and Ibrahim (2021)	Organization culture and performance of SMEs	Cross-sectional survey research design	Adhocracy culture, clan culture, market culture, and hierarchy culture	Has failed to look into specific factors like customer focus culture, innovative-supportive culture and	Focuses on customer focus culture, innovative-supportive culture

			<p>are highly related to the performance. Also, the organization culture is highly related to the innovational performance.</p>	<p>collaborative culture that was focus of the study bring out conceptual gap.</p>	<p>and collaborative culture.</p>
<p>Rocha et al. (2023)</p>	<p>Examined collaborations for digital transformation</p>	<p>Mixed research design</p>	<p>Collaborative culture is important for digital transformation to achieve success.</p>	<p>The study examines collaborative culture among the manufacturing companies in Brazil which brings about contextual gap as the operations of manufacturing firms differ significantly with the printing firms. The</p>	<p>Focus on printing firms in Kenyan context.</p>

				business environment in Kenya also differs significantly with that of Brazil.	
Vargas-Halabi and Yague-Perales (2024)	Organizational culture and innovation	Denison Model	Organizational culture goes hand in hand with innovation	The study examined organizational culture and innovation but has failed to link to the performance of the organization bringing out conceptual gap.	Examined organizational culture and the performance of the printing firms.
Pathiranaage (2019)	Organizational culture and the performance of the business	Empirical Review Design	Organizational culture has an impact on many aspects of the organization and influences all the	The study used empirical review approach bringing out methodological gap.	The study adopted a correlational research design.

			processes in an organization.		
Ipinazar et al. (2021)	Use of organizational culture to achieve high performance.	Mixed research approach	Organizational culture that focuses on the needs of the customers improves the performance of the organization.	The study focusses more on the human capital and how to improve processes that is important to promote customer satisfaction failing to explicitly examine how customer focus culture influences the performance of the organization, thus bringing out conceptual gap.	The study investigated customer focus culture and how it influences performance of printing firms
Ekasari et al. (2020)	Organizational culture and performance	Cross-sectional approach	Collaborative culture significantly	There exists contextual gap as it focusses on nurses in Indonesia.	Focus on printing firms

			influences the performance of nurses.	Nursing operations differs significantly from the operations of the printing firms which explains the contextual gap.	in Kenyan context.
Abane et al. (2022)	Examined organizational culture and productivity of the employees.	Descriptive and cross-sectional designs	Organizational culture is important as it enables employees to improve productivity.	The study has failed to examine specific aspects of organizational culture that include collaborative culture, innovative-supportive culture and customer focus culture that was the focus of the study, thus bringing out conceptual gap.	Focuses on collaborative culture, customer focus culture and innovative-supportive culture.

<p>Akanji et al. (2019)</p>	<p>Organizational culture on the leadership style.</p>	<p>Exploratory qualitative approach</p>	<p>Organizational culture shapes the leadership style of the university.</p>	<p>The study has brought out contextual and conceptual gap as it focusses on higher education in Nigeria and has failed to focus on customer focus culture, collaborative culture and innovative-supportive culture that was the focus of this study. Operations of higher education differs significantly from that printing firms which explains the contextual gap.</p>	<p>Focuses on customer focus culture, collaborative culture and innovative-supportive culture in the Kenyan context.</p>
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<p>Gebretsadik (2020)</p>	<p>Institutional culture link to organizational effectiveness in public universities</p>	<p>Cross-sectional survey</p>	<p>Institutional culture significantly affects organizational effectiveness.</p>	<p>The study has brought out contextual gap as it focuses on public universities in Ethiopia. Operations of public universities differs significantly with the operations of the printing firms which explains the contextual gap.</p>	<p>Focuses on customer focus culture, collaborative culture and innovative-supportive culture in the Kenyan context.</p>
<p>Mudanya and Oloko (2022)</p>	<p>Role of organizational culture and performance of the commercial banks.</p>	<p>Descriptive research design</p>	<p>Organizational culture affects the organization's performance and that for an organization to have a competitive</p>	<p>The study has failed to examine specific factors of organizational culture such as collaborative culture, customer focus culture and innovative-supportive culture that was the focus of the</p>	<p>Focuses on customer focus culture, collaborative culture and innovative-supportive culture.</p>

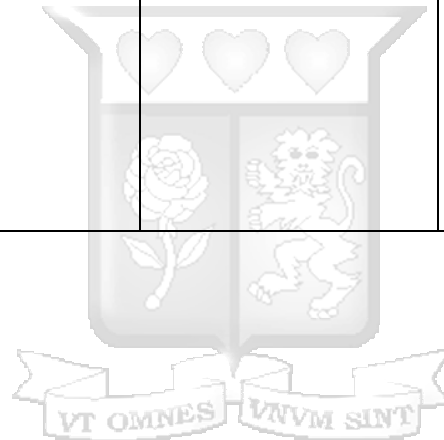
			<p>advantage, they should strengthen their organizational culture</p>	<p>study, thus bringing out conceptual gap.</p>	
<p>Kaouache et al. (2020)</p>	<p>Organizational culture in public organizations</p>	<p>Mixed-method approach</p>	<p>Organizational culture influences the performance of the organization and, as a result, organizational culture ought to be continuously be developed to meet the</p>	<p>The study has not focused on specific organizational factors like customer focus culture, collaborative culture and innovative-support culture that was the focus of this study. Also, the study focusses on electricity power plant which differ significantly from printing firms bringing out conceptual gap.</p>	<p>Focuses on customer focus culture, collaborative culture and innovative-supportive culture in the Kenyan context.</p>

			changing needs.		
Elewa (2019)	Organizational culture and organizational trust among nurses in public and private hospitals.	Descriptive correlation comparative design	Organizational culture and organizational trust go hand in hand. Effective organizational culture enhances the development of the organizational trust that is important to promote a good relationship between	The study has failed to examine the aspects of organizational culture that include customer focus culture, collaborative culture and innovative-supportive culture that was the aimed of this research. The study also focuses on nursing industry which differs significantly from the printing industry bringing out conceptual gap.	Focuses on customer focus culture, collaborative culture and innovative-supportive culture in the Kenyan context.

			employees and customers.		
Kuria and Kimutai (2018)	Organization environment and the performance of the construction firms.	Descriptive research design	Organization environment plays an important role in influencing the performance of the organization.	The study failed to look into specific factors of organizational culture that include customer focus culture, innovative-supportive culture and collaborative culture, thus bringing out conceptual gap.	Focuses on customer focus culture, collaborative culture and innovative-supportive culture.
Gachanja et al. (2020)	Organizational learning and its influence	Cross-sectional design	Organizational learning influences innovation in	The study focused majorly on organizational learning failing to look into	Focuses on customer focus culture, collaborative

	on the innovation.		an organization.	specific factors of organizational culture that include collaborative culture, innovative-supportive culture and customer focus culture, thus bringing out conceptual gap.	culture and innovative-supportive culture.
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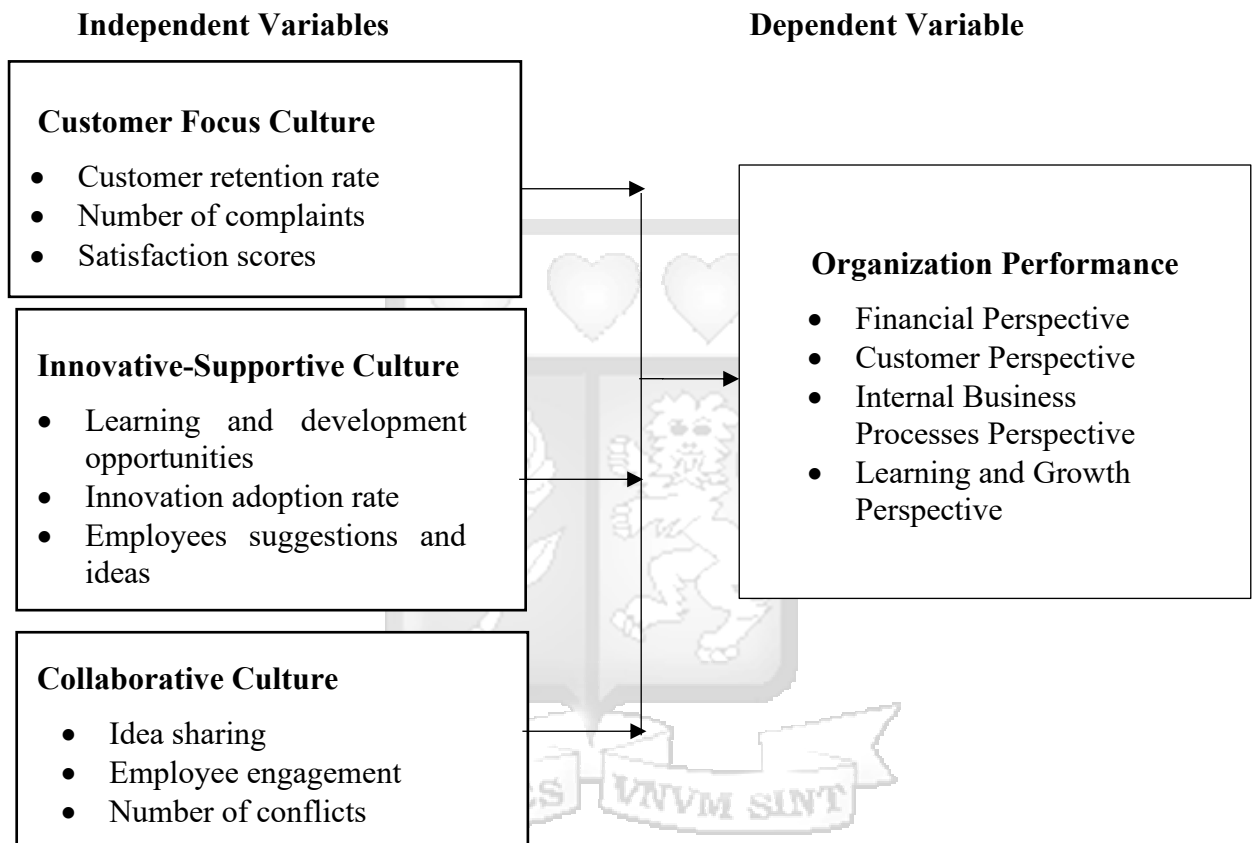
Source: Researcher (2025)



## 2.5 Conceptual Framework

The conceptual framework, Figure 1 gives details of the correlation between customer focus culture, innovative-supportive culture, collaborative culture and performance. Customer focus culture, innovative-supportive culture and collaborative culture are the independent variables while performance of the printing firms is the outcome variable.

**Figure 1: Conceptual Framework**



**Source: Researcher (2025)**

Adapted from Abane et al. (2022) and Bautista (2023)

## 2.6 Operationalization of Study Variables

Operationalization reduces the abstract notion of the constructs to observable characteristics making it easy to measure using indicators. A rating scale from 1 to 5 where 1=strongly disagree to 5=strongly agree will be used to measure the dependent and independent variables (Joshi et al., 2015). The indicators are summarized in Table 2.

**Table 2: Operationalization of the Study Variables**

<b>Variable</b>	<b>Constructs</b>	<b>Operational Definition</b>	<b>Measurement Scales</b>	<b>Measurements</b>
<b>Independent variable</b>	<b>Customer Focus Culture</b>	A customer focus culture refers to the commitment of the company to the needs, preferences and satisfaction of the customers.	Five-point Likert scale 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	<ul style="list-style-type: none"> <li>• Customer retention rate</li> <li>• Number of complaints</li> <li>• Satisfaction scores</li> </ul>
	<b>Innovative-Supportive Culture</b>	The organizational environment that encourages innovation through provision of support and resources that is need to generate new ideas and knowledge.	Five-point Likert scale 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	<ul style="list-style-type: none"> <li>• Learning and development opportunities</li> <li>• Innovation adoption rate</li> <li>• Employees suggestions and ideas</li> </ul>
	<b>Collaborative Culture</b>	A collaborative culture refers to the organizational environment that embraces teamwork, cooperation and share goals that is	Five-point Likert scale 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	<ul style="list-style-type: none"> <li>• Idea sharing</li> <li>• Employee engagement</li> <li>• Number of conflicts</li> </ul>

		important to meet the goals of an organization		
<b>Dependent variable</b>	<b>Performance of printing firms</b>	The level of achievement or success in fulfilling goals, objectives, and targets related to the overall business effectiveness	Five-point Likert scale 1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree	<ul style="list-style-type: none"> <li>• Profitability</li> <li>• Customer satisfaction</li> <li>• Machine downtime</li> </ul>

Source: Researcher (2025)

## 2.7 Chapter Summary

This chapter examined theories that anchor the study. The study also reviews the available literature about effect of organizational culture on the performance. Reviewing the literature enabled it to identify the research gaps that have been highlighted. The presentation of a conceptual framework and how study variables are operationalised was also highlighted in this chapter.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The methodology employed is outlined here. The research philosophy used is also discussed. The chapter also discusses population, sampling design, instrument used in collecting data, research quality, data analysis and presentation, and ethical issues to be considered.

#### **3.2 Research Philosophy**

The assumptions about the nature of social phenomena (ontology), how knowledge about it should be produced and studied (epistemology) and the role of values and ethical consideration (axiology) make up a research philosophy (Mauthner, 2020). Research philosophy plays an important role as it gives information that is important to guide the study to identify, comprehend, and reduce research biases (Mauthner, 2020). Accordingly, research philosophy guides the methodology, research plan, gathering of data, and analysis techniques used in research.

This research was premised on positivist research philosophy that premises on the role of empirical justification and scientific techniques to gain knowledge and understanding. Positivism argues that knowledge is acquired from observable facts and quantifiable data (Mbanaso et al., 2023). Subjects and the researcher according to this philosophy are independent and do not influence the outcome of the study which is important to avoid biasness (Mbanaso et al., 2023). Positivism does not rely on a quantitative approach only but can use other methods as per the requirements of the study. The study adopted positive and focus on remaining unbiased and objective as per its requirements throughout the research which is important to accurately predict the relationship between the variables being studied.

#### **3.3 Research Design**

Research design is a guideline of the study (Curtis et al., 2016). Research design is useful as it enables the study to address the research questions adequately. The study employed the descriptive cross-sectional research design. The design guides a study by facilitating the collection of data at one point of time without manipulation. Adopting cross-sectional research design was suitable in describing properly characteristics of the phenomena under study (Curtis et al., 2016). It also enabled the study to quantitatively determine the effect of organization culture on performance of printing firm in Kenya.

### 3.4 Target Population

The target population connotes a group of individuals or items that the research intends to study and make conclusions about (Akman, 2023). The unit of analysis was licensed printing firms in Nairobi. Thus, the 1113 licensed printing firms in Nairobi County Kenya formed the study target population (Nairobi City County, 2024). One operation manager from each of the printing firms in Nairobi County formed the unit of observation. Therefore, the study population was 1113 operations managers of the licensed printing firms is important as they understand the operation and organizational culture of the firm. This enabled the study to get good insights about the organizational culture and come up with information that can be relied upon.

### 3.5 Sampling Design

Sampling is the act of selecting a specific group of individuals or items to represent the population that was studied (Tuovila, 2024). Judgmental sampling was employed to select the sample size. The use of judgmental sampling was appropriate as it enabled the selection of sample population with crucial information (Curtis, 2011). In this study, operations managers have crucial information about organization culture and how they influence performance of printing firms. The sample size was 294 operations managers of the printing firms Nairobi City County.

The sample size of the managers of the printing firms was done using Slovin's Formula. Using Slovin's Formula enables the study to estimate the sample using the acceptable margin error, thus ensuring that the sample gotten can enable the study to get accurate results (Ellen, 2020).

$$n = N / (1 + Ne^2)$$

where:

n = sample size

N = population size

e = acceptable margin of error

$$\text{the sample size } n = 1113 / (1 + 1113 * (0.05)^2)$$

$$= 294.249$$

$$= \underline{\underline{294}}$$

The sample size, therefore, was 294 operations managers of the printing firms Nairobi City County, Kenya.

### **3.6 Data Collection Methods**

Primary data was collected employing a closed-ended questionnaire which were self-administered by the respondent. Using structured questionnaire is appropriate as it is less costly and fast. It enabled the study to collect the required data within the required time and budget. Structured questionnaire also enabled the research to collect unbiased data. According to Taherdoost (2022), the questionnaire is good as each item aims to address a specific objective.

The questionnaire contained structured questions with a 5-point Likert scale that measures different aspects of the variables that were studied. The questionnaire had three sections with Section A being the respondent's demographic information, Section B consisting of questions about customer focus culture, innovative supportive culture and collaborative culture and Section C consisting of questions about performance of the printing firms.

Questionnaires were given to the respondents and collected at agreed time. The study recruited field enumerators to help in administering the questionnaires. The researcher while administering/dropping the questionnaires clarified sections that were not be clear to the respondents. The researcher did follow up using messages to make sure that the response rate is high. The questionnaire was accompanied with the introductory letter enable participants to understand the intentions of the study and the fact that confidentiality was observed.

### **3.7 Research Quality**

The study undertook a pilot study to test the adequacy of the questionnaire, identify any gaps and correct it accordingly. 10% of the sample size was used to test the reliability of the instrument. Using 10% is ideal to promote understanding of the items and research tool (O'Neill, 2022). Thus, 29 operations managers of the printing firms that were not be part of the final study, therefore, were used in the pilot study. The pilot study enabled the study to identify gaps and errors and ensure that they are rectified or addressed. The data obtained from the pilot study was used to improve the questionnaire. Those participants who participated in the pilot were excluded from the main survey. Furthermore, the study checked two important aspects of research quality control; validity and reliability. Each of the research quality control aspects is discussed below.

### 3.7.1 Reliability Test

Reliability is the assurance that the research tool will produce results that are steady and reliable. The study made use Cronbach's alpha method to check the reliability of the tool (Bonett & Wright, 2014). A reliability coefficient of 0.7 or more was considered satisfactory for the questionnaire to be considered reliable. The Cronbach's alpha ranges from 0 to 1 (Heale & Twycross, 2015). According to Cronbach (1951), the questionnaire is reliable if the study variables attract Cronbach's Alpha coefficients of 0.7 and above. According to Daud et al. (2018), Cronbach Alpha less than 0.6 is considered low, Cronbach alpha coefficient of 0.6 - 0.8 are viewed as moderate but acceptable, whereas Cronbach Alpha in the ranges of 0.8 and up to 1.00 is considered very good (Taherdoost, 2016). In this survey, the Cronbach Alpha coefficient of 0.7 and above was adopted as proposed by Cronbach (1951). Table 3 shows the reliability test results.

**Table 3: Reliability Test Results**

<b>Variables</b>	<b>Composite Cronbach's Alpha (<math>\alpha</math>)</b>
Customer Focus Culture	.908
Innovative Supportive Culture	.909
Collaborative Culture	.907
Organizational Performance	.906

**Source: Researcher (2025)**

The Cronbach alpha coefficient for customer focus culture, innovative supportive culture, collaborative culture and organizational performance were above the acceptable alpha value of 0.7. According to the Amirrudin et al. (2020) the Cronbach alpha coefficient for the variables were excellent and, as a result, the measurement tool was reliable and consistent and able to produce same results in different conditions.

### 3.7.2 Validity Test

The validity tells how the instrument accurately measures the study variables (Surucu & Maslakci, 2020). The questionnaire was subjected to a validity test. Construct validity was used to measure if the study concepts align with the theoretical definition of the concepts. KMO test

was used to check for construct validity where a factor loading of 0.5 and above was retained. According to Tavakol and Wetzel (2020), factor loading of 0.5 and above shows that the questionnaire meets the validity test. Questionnaire was designed as per the objectives that have been identified using past studies. Supervisor reviews also helped enhance tool validity. In addition, industry expert in printing sector was employed to scrutinize the questionnaire where their views were employed to improve the questionnaire. The validity test results are shown in Table 4.

**Table 4: Validity Test Results**

Variable	Indicators	Factor loadings	KMO and Barlett's Test			
			KMO Measure of Sampling Adequacy	Approx. Chi-Square	df	Sig.
Customer Focus Culture	Customer focus culture improves customer retention rate.	0.604	.606	47.752	21	0.001
	Customer focus culture reduces the number of customers 'complaints.	0.540				
	Customer focus culture improves customer satisfaction score significantly.	0.593				
	My organization has organizational structure that support customer focus culture.	0.581				
	Customer focus culture improves customer perceptions and attitude about the company.	0.529				
	Customer focus culture is important to improve the performance of the organization.	0.525				
	Customer focus culture improves communication with customers.	0.540				
Innovative Supportive Culture	My organization has learning and development opportunities.	0.514	.606	47.752	21	0.001
	My organization rewards new ideas.	0.687				

	My organization is keen on adopting innovation.	0.511				
	My organization is receptive to employees' suggestions and ideas.	0.593				
	My organization is keen on promoting innovative ideas.	0.512				
	My organization allocates enough resources to foster innovation.	0.513				
	My organizational goals and values align with innovative initiatives.	0.555	.547	49.770	21	0.001
Collaborative Culture	My organization encourages idea sharing.	0.598				
	My organization has elaborate structure for solving conflicts.	0.626				
	There is an effective employee engagement in my organization.	0.534				
	Trust plays an important role in enhancing collaboration and teamwork.	0.562				
	Organizational values and goals support collaboration and teamwork.	0.563				
	Collaboration enables the organization to respond effectively to change.	0.561				
	Collaboration encourages on employee retentions.	0.621	.588	49.170	21	0.000
Organizational Performance	Adoption of innovation increases profitability of the organization.	0.517				
	Strong organizational culture increases revenues.	0.535				
	Strong organizational culture improves customer retention	0.551				
	Strong organizational culture increases market share for the organization	0.548				
	Strong organizational culture improves operational efficiency.	0.642				
	Strong organizational culture enhances innovation.	0.577				
	Strong organizational culture improves employee satisfaction.	0.535	0.543	49.432	28	0.001

The validity test results for the measurement indicators for all the variables attracted factor loadings  $> 0.5$ . As a result, all the measurement indicators for customer focus culture, innovative supportive culture, collaborative culture and organizational performance were retained for further analysis as per Shrestha (2021).

### 3.8 Data Analysis and Presentation

After data has been collected, completed questionnaires was edited and checked accordingly for completeness and to avoid errors and omissions. Microsoft Excel and Statistical Package for Social Science (SPSS) version 29 were employed to do data analysis. Descriptive and inferential analysis was done to enable the study to better understand the features of the variables under study. Findings from descriptive statistics comprised the percentages, means, standard deviation and frequency tables. Correlational analysis and regression analysis was done to test the relationship between the variables of study. The multiple regression model that was adopted was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where;

Y – Performance of the printing firms

X<sub>1</sub> – Customer focus culture

X<sub>2</sub> – Innovative-Supportive culture

X<sub>3</sub> – Collaborative culture

$\epsilon$  = Error term

$\beta_0$  is the constant of model,  $\beta_1$ -  $\beta_4$  measures the changes of the beta coefficients of the study predictors that include customer focus culture, innovative-supportive culture and collaborative culture on the outcome variable which is represented by Y. The X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and X<sub>4</sub> represents the predictor variables while  $\epsilon$  is the error factor of the model. The adoption of the multiple regression was important as it enabled the study to measure effect of organization culture on performance of printing firms.

A common normality test was tested to establish whether the data collected are fit to be analyzed in a linear model. The study used Kolmogorov Smirnov to test whether data is

normally distributed (Khadka & Khadka, 2023). The significance value of 0.05 shows that data is normally distributed and, as a result, can be subjected to further analysis.

Multicollinearity involves checking the nature and strength of correlation between research variables, and those highly correlated predictor variables suffer from multicollinearity. The research adopted the variance inflation factor to detect multicollinearity. Appropriate models are supposed to have a VIF value of  $<5$  and thus have an acceptable level of multicollinearity, while VIFs greater than 5 indicate a high level of multicollinearity.

Heteroscedasticity was tested using a scatter plot. It is assumed that data have homoscedastic error variance. If tests reveal an error variance in the non-homoscedastic data, then heteroscedasticity exists in the panel data. The scatter plot that showed the fitted values versus the residual plot was used to examine heteroscedasticity. When the fitted data become larger and the residuals become more spread out forming a “cone” shape, then it is an indication of heteroscedasticity (Frost, 2022).

### **3.9 Ethical Consideration**

To conduct ethical research, I sought permission from Strathmore University ethics committee and later license from NACOSTI. The questionnaire had an appended letter introducing the details about the research and how the information was used which was important for the respondents to understand what the research is about and give informed consent. The responders were informed about intentions of the study and given the assurance that the data they given will only be used purposes for educational activities only (Newman et al., 2021). The respondents were not be compelled to provide their names or any other personal identifiers in the questionnaires which is important to conceal their identity. Respondents were guaranteed confidentiality and anonymity of the responses.

### **3.10 Chapter Summary**

The chapter gives the research philosophy and design of the study. It outlines the target population, and the tool to be used to gather data. It also highlights the research quality, data analysis, and ends with ethical issues to be observed in the study.

## CHAPTER FOUR

### DATA ANALYSIS

#### 4.1 Introduction

This chapter presents the outcomes of the data analysis and discussion. Tables and graphs are used to present what was found during data analysis.

#### 4.2 Response Rate

The research opined to collect data from 294 operations managers of the printing firms Nairobi City County, Kenya. 294 questionnaires were administered. 179 questionnaires representing 60.88% were completed and returned while 115 questionnaires were not submitted. According to Wu et al. (2022), when more than 50% are able to fill and return the responses, then it is good representative of the population. A response rate of 50% and above is also supported by Holtom et al. (2022) who argues that a 50% response rate is ideal to give reliable insights about population of study. 60.88% response rate, therefore, was good and acceptable as a representative of the population. Achieving 60.88% response was made possible because of follow-up through calls and messages by the researcher. The researcher also explained to the participants why the study was important.

**Table 5: Response Rate**

Category	Frequency	Percentage
Returned Questionnaires	179	60.88
Questionnaires that were not returned	115	39.12
<b>Total</b>	<b>294</b>	<b>100</b>

**Source: Researcher (2025)**

#### 4.3 Diagnostic Tests

##### 4.3.1 Multicollinearity Test

Multicollinearity is the measure of the correlations between the study variables (Shrestha, 2020). Severe multicollinearity results to large standard errors and this may influence the accuracy of the regression model to be estimated. Variance Inflation factors (VIF) were used to test multicollinearity. From Table 6, the VIF values are below 5 for the variables that were

identified. This implied that variable data did not suffer from severe a multicollinearity. The findings meant that data could be subjected to further analysis.

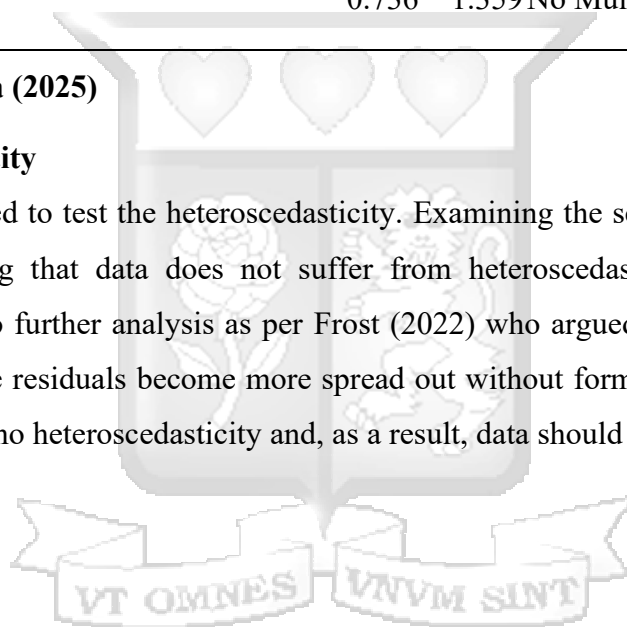
**Table 6: Statistics for the Test of Multicollinearity**

Research Variable	Collinearity Statistics		
	Tolerance	VIF	Conclusion
Customer Focus Culture	0.709	1.41	No Multicollinearity
Innovative Supportive Culture	0.746	1.34	No Multicollinearity
Collaborative Culture	0.736	1.359	No Multicollinearity

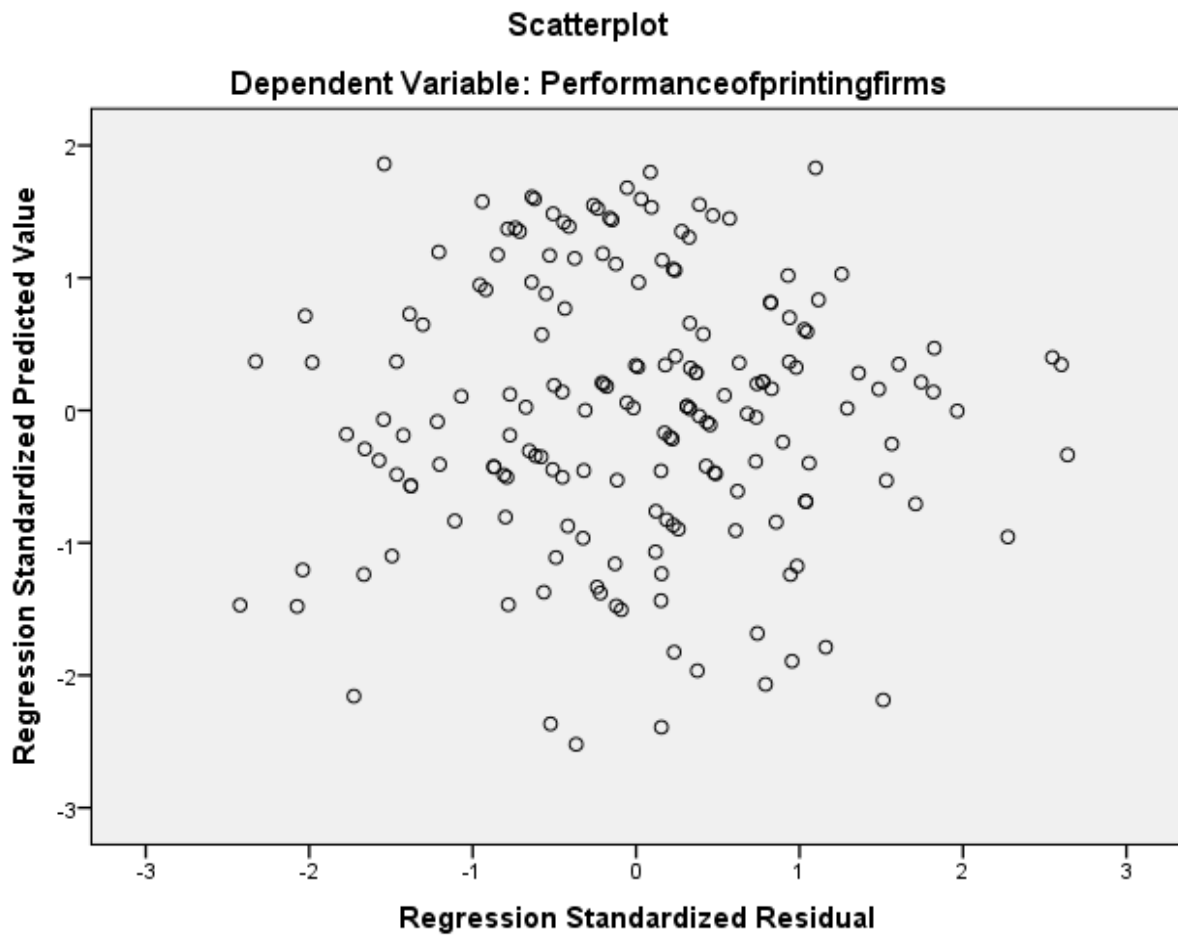
**Source: Survey Data (2025)**

#### 4.3.2 Heteroscedasticity

A scatter plot was used to test the heteroscedasticity. Examining the scatter plot in Figure 1, data evenly indicating that data does not suffer from heteroscedasticity. The data was, therefore, subjected to further analysis as per Frost (2022) who argued that when fitted data become larger and the residuals become more spread out without forming a “cone” shape, it indicates that there is no heteroscedasticity and, as a result, data should be subjected to further studies or analysis.



**Figure 2: Scatter Plot**



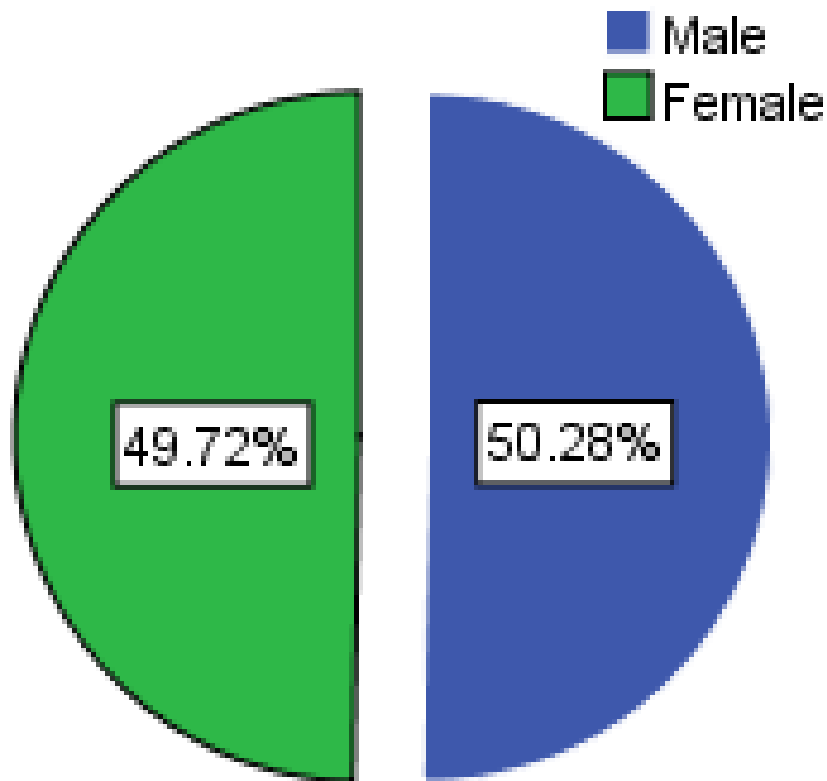
Source: Researcher (2025)

#### 4.4 Demographic Characteristics

##### 4.4.1 Gender of the Respondents

The study showed that 50.28% of those who participated were male while 49.72% were female as shown in Figure 3 below. The gender representation, therefore, was fair. Ensuring that gender representation is fair enables the study to get inclusive results and findings (Simmons, 2021). Notably, fair representation of the gender enables the researcher to get different perspectives of the study. It gives ideas of all genders which is important to arrive at a conclusion that can be relied upon.

**Figure 3: Gender of the respondents**

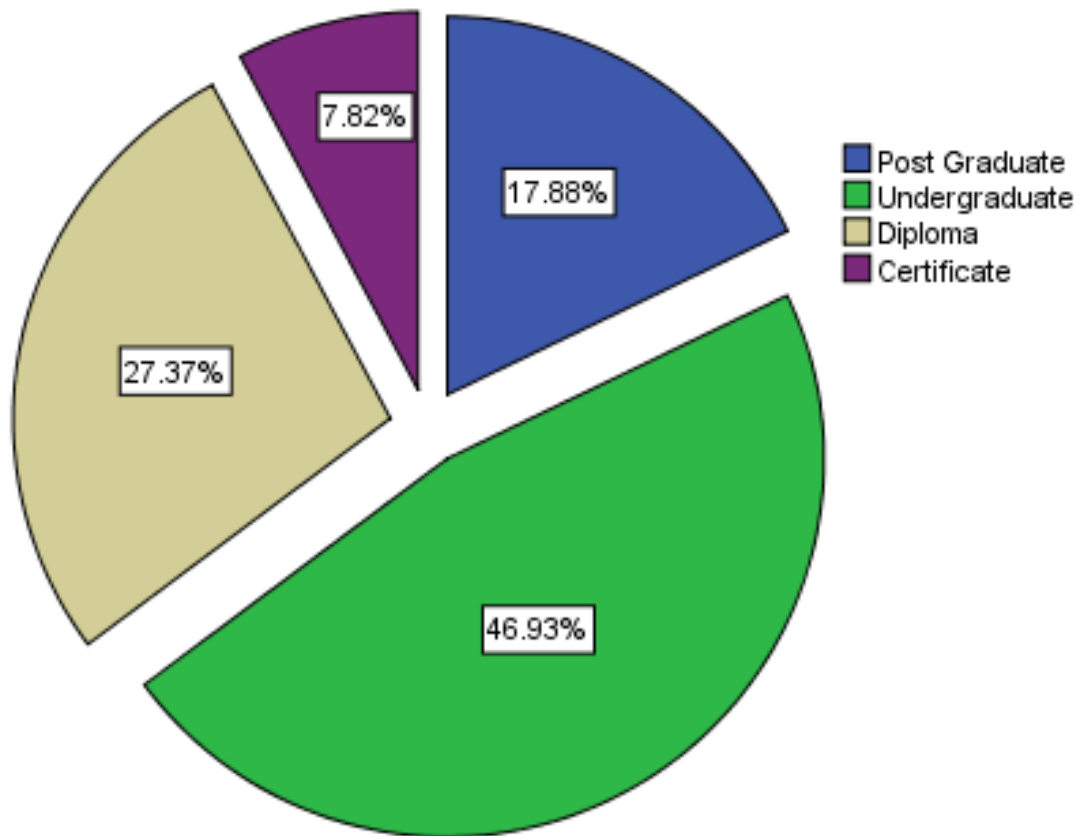


**Source: Researcher (2025)**

#### **4.4.2 Level of Education**

The output results in Figure 4 indicate that 17.88% of respondents had postgraduate level of education, 46.93% were undergraduates, 27.37% had diploma level of education while 7.82% had diploma level of education. This demonstrates that the respondents were literate with majority having diploma and above level of education. As a result, they were knowledgeable about the study theme and gave responses that could be relied upon.

**Figure 4: Level of Education of the Respondents**

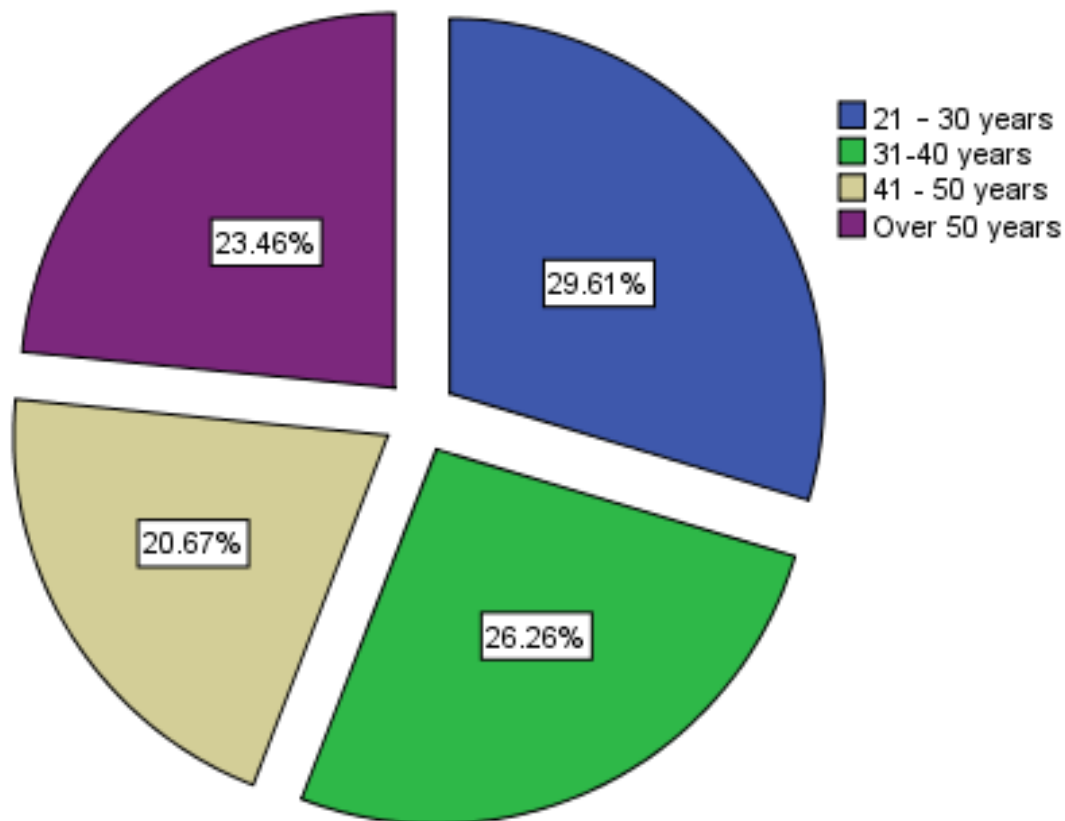


**Source: Researcher (2025)**

#### **4.4.3 Age Bracket**

Figure 5 indicates that 29.61% of the participants aged 21- 30 years, 26.26% aged 31-40 years, 20.67% aged 41-50 years while 23.46% were above 50 years. The study showed that a good number of those who participated were of the age above 30 years old. As a result, they were old enough to give valid responses that could be dependent on in the study.

**Figure 5: Age of the Respondents**

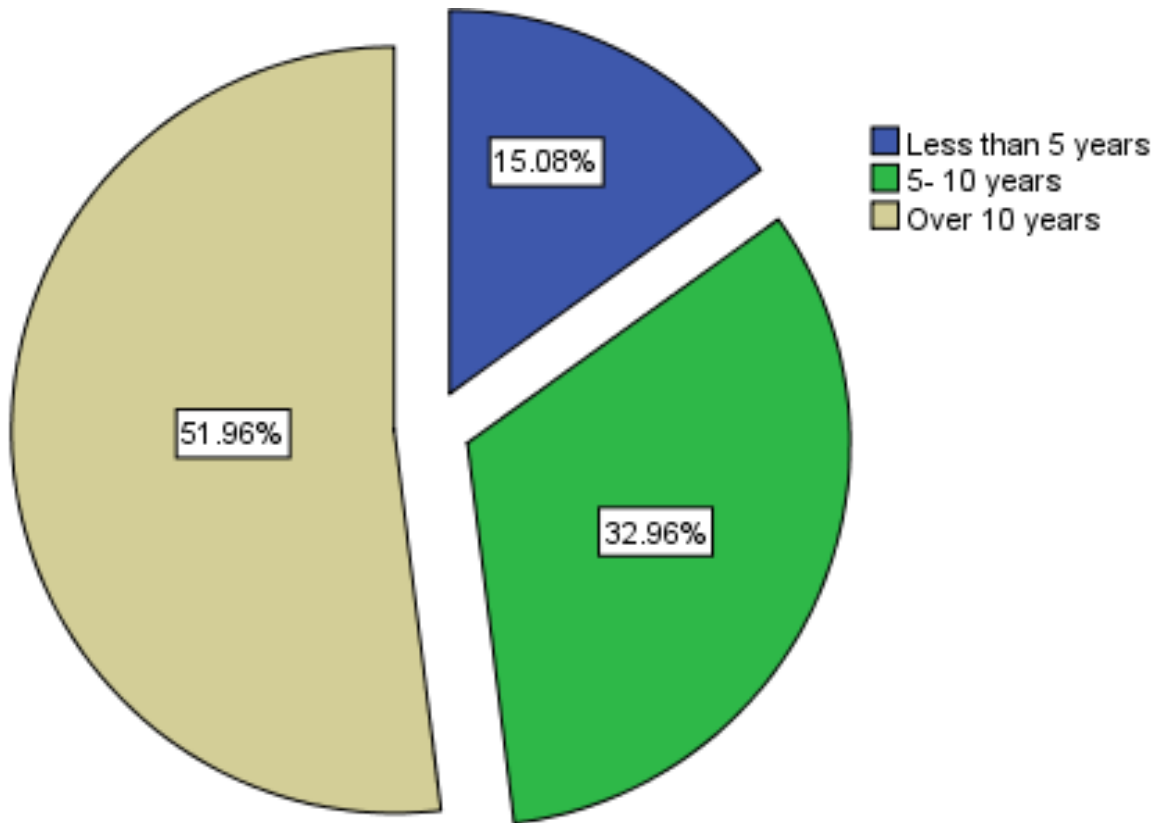


**Source: Researcher (2025)**

#### **4.4.4 Number of Years in Business**

From the study, 51.96% of the respondents had served their organization for over 10 years, 32.96% had served 5-10 years while 15.08% had served their organizations for less than 5 years. Number of years may define level of experience among workers in an organization. As per the output, had worked in their organizations for a good number of years and understood about organization culture. Respondents who have stayed with organization for longer period in the organization had crucial information about organization culture (Hanssen & Jorgensen, 2016). Thus, they provided invaluable responses which is important to come up with quality reports. The fact that most respondents had worked long for the organization means the responses that were gotten could be relied upon to come up with a good report.

**Figure 6: Number of years in business**



Source: Researcher (2025)

#### 4.5 Descriptive Statistics Results

The descriptive output findings were discussed as per variables. The indicators that were used were the mean score and standard deviation.

##### 4.5.1 Customer Focus Culture

The study examined customer focus culture as per different identified measurements.

**Table 7: Descriptive Statistics for Customer Focus Culture**

	Mean	Std. Deviation
Customer focus culture improves customer retention rate.	3.89	1.34
Customer focus culture reduces the number of customers 'complaints.	3.74	1.32
Customer focus culture improves customer satisfaction score significantly.	3.52	1.42
My organization has organizational structure that support customer focus culture.	3.74	1.14

Customer focus culture improves customer perceptions and attitude about the company.	3.53	1.35
Customer focus culture is important to improve the performance of the organization.	3.70	1.27
Customer focus culture improves communication with customers.	3.54	1.36
<b>Average</b>	<b>3.67</b>	<b>1.31</b>

**Source: Researcher (2025)**

From Table 7, the overall mean was 3.67 implying that the respondents agreed that customer focus culture was important in influencing the performance of the printing firms. The overall standard deviation was 1.31 implying that the responses are consistent. Examining each item of customer focus culture, the respondents agreed that customer focus culture improves customer retention rate with a mean of 3.89. The standard deviation was 1.34 showing that the responses are consistent. They agreed that customer focus culture reduces the number of customers ‘complaints with a mean of 3.74. The standard deviation was 1.32 showing that the responses are consistent. They agreed that customer focus culture improve customer satisfaction score significantly with a mean of 3.42. The standard deviation was 1.42 showing that the responses are consistent. They agreed that their organization has organizational structure that support customer focus culture with mean of 3.74. The standard deviation was 1.14 and, as a result, the responses are consistent. They agreed that customer focus culture improves customer perceptions and attitude about the company with a mean of 3.53. The standard deviation was 1.35 and, as a result, the responses are consistent. They also agreed that customer focus culture is important to improve the performance of the organization with a mean of 3.70. The standard deviation was 1.267 and, as a result, the responses are consistent. Lastly, they agreed that customer focus culture improves communication with customers with a mean of 3.54. The standard deviation was 1.36 and, as a result, the responses are consistent.

The findings are in line with the findings of Ipinazar et al. (2021) who found that organizational culture that focuses on customers’ needs helps to improve the performance of the organization. It makes it easier to address customers’ needs effectively and efficiently. Customer focus culture enables organization to work collaboratively with customers to make the needed improvements needed to improve of service delivery. Customer focus culture also plays an important role in shaping the overall organizational culture that is important in improving the overall performance of the organization (Akanji et al., 2019). Organizational culture can enable

the organization to meet the diverse needs of the organization while ensuring that the needs of the customers are met effectively.

#### 4.5.2 Innovative-Supportive Culture

The study sought to examine innovative supportive culture as per identified measurements. The results are presented in Table 8 below.

**Table 8: Descriptive Statistics for Innovative Supportive Culture**

	<b>Mean</b>	<b>Std. Deviation</b>
My organization has learning and development opportunities.	3.55	1.33
My organization rewards new ideas.	3.61	1.41
My organization is keen on adopting innovation.	3.77	1.20
My organization is receptive to employees' suggestions and ideas.	3.46	1.30
My organization is keen on promoting innovative ideas.	3.60	1.30
My organization allocates enough resources to foster innovation.	3.58	1.30
My organizational goals and values align with innovative initiatives.	3.64	1.28
<b>Average</b>	<b>3.60</b>	<b>1.30</b>

Source: Researcher (2025)

The results in Table 8 the overall mean was 3.60 signifying agreement among the respondents that innovative-supportive culture was important in influencing the performance of the printing firms. The overall standard deviation was 1.30 implying that the responses are consistent. Examining each item of innovative-supportive culture showed that the respondents are in agreement that their organization has learning and development opportunities with mean of 3.55. The standard deviation was 1.33 and, as a result, the responses are consistent. They agreed that their organization rewards new ideas with a mean of 3.61. The standard deviation was 1.41 and, as a result, the responses are consistent. They agreed that their organization was keen on adopting innovation with a mean of 3.77. The standard deviation was 1.20 and, as a result, the responses are consistent. They agreed that their organization was receptive to employees' suggestions and ideas with a mean of 3.46. The standard deviation was 1.30 and, as a result,

the responses are consistent. They agreed that their organization was keen on promoting innovative ideas with a mean of 3.60. The standard deviation was 1.30 and, as a result, the responses are consistent. They also agreed that their organization allocates enough resources to foster innovation with a mean of 3.58. The standard deviation was 1.30 and, as a result, the responses are consistent. Lastly, they agreed that their organizational goals and values align with innovative initiatives with a mean of 3.64. The standard deviation was 1.28 and, as a result, the responses are consistent.

The findings are in line with the views of Naveed et al. (2022) found that organizational culture plays an important function in influencing organizational innovativeness and efficiency. It enhances or supports organizational innovation which is important to promote effectiveness and efficiency. It plays an important role in dealing with organizational resistance that hinders innovation. According to Vargas-Halabi and Yague-Perales (2024) organizational culture goes hand in hand with innovation. Organizational culture encourage innovation in all aspects. It ensures that proper structures that aid innovation are in place. Innovation is now important for the survival of the organization. Innovation, however, cannot be enhanced without proper organizational culture that motivates and encourage adoption of innovation (Vargas-Halabi and Yague-Perales, 2024).

#### 4.5.3 Collaborative Culture

The study sought to examine collaborative culture as per identified measurement.

**Table 9: Descriptive Statistics for Collaborative Culture**

	<b>Mean</b>	<b>Std. Deviation</b>
My organization encourages idea sharing.	3.51	1.33
My organization has elaborate structure for solving conflicts.	3.59	1.31
There is an effective employee engagement in my organization.	3.64	1.26
Trust plays an important role in enhancing collaboration and teamwork.	3.68	1.17
Organizational values and goals support collaboration and teamwork.	3.82	1.17
Collaboration enables the organization to respond effectively to change.	3.77	1.24
Collaboration encourages on employee retentions.	3.66	1.35

**Source: Researcher (2025)**

From Table 9, the overall mean was 3.67 implying that the respondents agreed that collaborative culture was important in influencing the performance of the printing firms. The overall standard deviation was 1.26 implying that the responses are consistent. Examining each item of collaborative culture the respondents agreed that their organization encourages idea sharing with a mean of 3.51. The standard deviation was 1.33 and, as a result, the responses are consistent. They agreed that their organization has elaborate structure for solving conflicts with a mean of 3.59. The standard deviation was 1.31 and, as a result, the responses are consistent. They agreed that their organizations had effective employee engagement with a mean of 3.64. The standard deviation was 1.26 and, as a result, the responses are consistent. They agreed that trust plays an important role in enhancing collaboration and teamwork with a mean of 3.68. The standard deviation was 1.17 and, as a result, the responses are consistent. They agreed that organizational values and goals support collaboration and teamwork with a mean of 3.82. The standard deviation was 1.17 and, as a result, the responses are consistent. They also agreed that collaboration enables the organization to respond effectively to change with a mean of 3.77. The standard deviation was 1.24 and, as a result, the responses are consistent. Lastly, they agreed that collaboration encourages on employee retentions with a mean of 3.66. The standard deviation was 1.35 and, as a result, the responses are consistent.

Rocha et al. (2023) support the idea that collaborative culture improves performance. Collaborative culture helps in sharing of the knowledge which is important to ensure effective implementation of projects that are important to enable the organization to gain competitive edge (Rocha et al., 2023). Pathiranage (2019) also opines that collaborative culture has an impact on many aspects of the organization and influences all the processes in an organization. It influences employee engagement and collaboration which is important for the organization to improve its performance significantly. According to Kaouache et al. (2020) collaborative culture should be developed as per the changing needs. This is important as business environment is continuously changing calling for the need to ensure that organizational culture is up to date.

Examining the descriptive statistics of customer focus culture, innovative-supportive culture and collaborative culture, customer focus culture and collaborative culture have the highest overall mean of 3.67 followed innovative-supportive culture with overall mean of 3.60. Based

on the overall mean customer focus culture and collaborative culture has more influence on the performance of printing firms compared followed by innovative-supportive culture.

#### 4.5.4 Performance of Printing Firms

The study sought to examine organizational performance as per identified factors.

**Table 10: Descriptive Statistics for Organizational Performance**

	Mean	Std. Dev
<b>Financial Perspective</b>		
The organization has recorded increase in profitability because of strong organisation culture.	3.80	1.29
The organization has recorded rise in revenues.	3.78	1.15
<b>Customer Perspective</b>		
The organisation has been able to improve customer retention	3.82	1.14
The market share of the organization has grown because of strong organisation culture	3.71	1.20
<b>Internal Business Processes Perspective</b>		
The organisation has recorded improved operational efficiency.	3.74	1.28
Because of organisation culture, innovation within the organisation has improved	3.70	1.22
<b>Learning and Growth Perspective</b>		
There is improved employee satisfaction.	3.65	1.20
We have recoded declining employees' turnover rates	3.72	1.23
<b>Average</b>	<b>3.72</b>	<b>1.21</b>

**Source: Researcher (2025)**

From Table 10, the overall mean was 3.72 implying that the respondents agreed with the items of performance of the printing firms. The overall standard deviation was 1.31 implying that the responses are consistent. Examining each item of performance of the printing firms there was an agreement that adoption of innovation increases profitability of the organization with a mean of 3.80. The standard deviation was 1.29 and, as a result, the responses are consistent. They agreed that strong organizational culture increases revenues with a mean of 3.78. The standard deviation was 1.15 and, as a result, the responses are consistent. They agreed that strong organizational culture improves customer retention with a mean of 3.82. The standard deviation

was 1.14 and, as a result, the responses are consistent. They agreed that strong organizational culture increases market share for the organization with a mean of 3.71. The standard deviation was 1.20 and, as a result, the responses are consistent. They agreed that strong organizational culture improves operational efficiency with a mean of 3.74. The standard deviation was 1.28 and, as a result, the responses are consistent. They agreed that strong organizational culture enhances innovation with a mean of 3.70. The standard deviation was 1.22 and, as a result, the responses are consistent. They also agreed that strong organizational culture improves employee satisfaction with a mean of 3.65. The standard deviation was 1.20 and, as a result, the responses are consistent. Lastly, they agreed that strong organizational culture decreases employees' turnover rates with a mean of 3.72. The standard deviation was 1.23 and, as a result, the responses are consistent.

The findings are in line with the views of Kaouache et al. (2020) who found that organizational culture affects organizational performance and, as a result, organizational culture should be continuously be developed to meet the changing needs. The study recognizes the fact that business environment is changing which calls for the need to ensure that organizational culture is up to date (Kaouache et al., 2020). According to Elewa (2019) organizational culture and organizational trust goes hand in hand. Effective organizational culture enhances the development of the organizational trust that is important to promote a good relationship between employees and customers. An organization, therefore, should have a good plan to promote organizational trust and organizational culture. An organization should enhance their communication and feedback which is important to enhance collaboration and improve the performance.

## **4.6 Inferential Analysis**

### **4.6.1 Correlations**

Pearson's Product Moment Correlation Coefficient presents the nature and strength of correlation between variables in a study. Customer focus culture, innovative supportive culture, and collaborative culture had a Pearson correlation value of 0.519, 0.540 and 0.555 respectively. According to Fonseca (2024) values indicate a positive and moderate correlation between customer focus culture, innovative supportive culture, and collaborative culture and organizational performance as they range between 0.5 and 0.7. The coefficients values are above 0.5 (50%) and this shows that there was a positive relationship between the study variables.

**Table 11: Correlations**

		Customer Focus Culture	Innovative Supportive Culture	Collaborative Culture	Performance of printing firms
Customer Focus Culture	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	179			
Innovative Supportive Culture	Pearson Correlation	.569**	1		
	Sig. (2-tailed)	0.000			
	N	179	179	179	
Collaborative Culture	Pearson Correlation	.513**	.477**	1	
	Sig. (2-tailed)	0.000	0.000		
	N	179	179	179	179
Performance of printing firms	Pearson Correlation	.519**	.540**	.555**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	179	179	179	179

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Source: Researcher (2025)**

#### 4.6.2 Regressions Analysis

The study did a simple linear regression analysis to determine the individual effect of customer focus culture, innovative supportive culture and collaborative culture effect on performance of printing firms in Kenya. The deduction of meaning from output was based on regression coefficients, coefficient of determination, ANOVA, and model results.

#### 4.6.2.1 Customer Focus Culture

**Table 12: Results for Customer Focus Culture and Performance of Printing Firms**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 <sup>a</sup>	.323	.319	.44818
a. Predictors: (Constant), Customer Focus Culture				

**Source: Researcher (2025)**

Table 12 show that there was a fair correlation between customer focus culture and organizational performance (adjusted  $R^2 = 0.319$ ). This meant that 31.9% of changes in organizational would be explained by customer focus culture. According to Ozili (2022) the adjusted  $R^2$  of 10% is acceptable when most of the predictor variables are statistically significant which explains why 31.9% was accepted.

Analysis of variance results are presented in Table 13.

**Table 13: ANOVA Results for Customer Focus Culture and Performance of Printing Firms**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.94	1	16.94	84.333	.000b
	Residual	35.553	177	0.201		
	Total	52.493	178			
a Dependent Variable: Performance of printing firms						
b Predictors: (Constant), Customer Focus Culture						

**Source: Researcher (2025)**

From the ANOVA results, the estimated model is significant. As a result, customer focus culture significantly influences organizational performance. Table 13 shows F statistic as 84.333 and the p-value as 0.000 showing that the overall regression model is statistically significant. It means that customer focus culture has a significant effect on the organizational performance. The P-value is less than 0.05 significance level further confirming that customer focus culture has an influence on the organizational performance.

#### 4.6.2.2 Innovative-Supportive Culture

**Table 14: Results for Innovative-Supportive and Performance of Printing Firms**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554a	0.307	0.303	0.45338
a Predictors: (Constant), Innovative Supportive Culture				

**Source: Researcher (2025)**

Table 14 shows a fair correlation between innovative supportive culture and organizational performance (adjusted  $R^2 = 0.303$ ). This meant that 30.3% of changes in organizational would be explained by innovative supportive culture. According to Ozili (2022) the adjusted  $R^2$  of 10% is acceptable when most of the predictor variables are statistically significant which explains why 30.3% was accepted.

**Table 15: ANOVA for Innovative-Supportive Culture and Performance of Printing Firms**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.11	1	16.11	78.373	.000b
	Residual	36.383	177	0.206		
	Total	52.493	178			
a Dependent Variable: Performance of printing firms						
b Predictors: (Constant), Innovative Supportive Culture						

**Source: Researcher (2025)**

From Table 15, ANOVA results depicts a significant model. As a result, innovative supportive culture significantly influences organizational performance. Table 15 shows F statistic as 78.373 and the p-value as 0.000 showing it being significant. It means that customer focus culture has a significant effect on the organizational performance. The P-value is less than 0.05 significance level further confirming that innovative supportive culture has an influence on the organizational performance.

#### 4.6.2.3 Collaborative Culture

**Table 16: Results for Collaborative Culture and Performance of Printing Firms**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574a	0.329	0.325	0.44606
a Predictors: (Constant), Collaborative Culture				

**Source: Researcher (2025)**

Table 16 results show a fair correlation between collaborative culture and organizational performance (adjusted  $R^2 = 0.325$ ). This meant that 32.5% of changes in organizational would be explained by collaborative culture. According to Ozili (2022) the adjusted  $R^2$  of 10% is acceptable when most of the predictor variables are statistically significant which explains why 32.5% was accepted.

**Table 17: ANOVA for Collaborative Culture and Performance of Printing Firms**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.276	1	17.276	86.829	.000b
	Residual	35.217	177	0.199		
	Total	52.493	178			
a Dependent Variable: Performance of printing firms						
b Predictors: (Constant), Collaborative Culture						

**Source: Researcher (2025)**

From Table 17, shows that the overall model is significant. As a result, innovative supportive culture significantly influences organizational performance. Table 17 shows F statistic as 86.829 and the p-value as  $0.000 < 0.05$  depicting statistically significant model estimate. It means that customer focus culture has a significant effect on the organizational performance. The P-value is less than 0.05 significance level further confirming that collaborative culture has an influence on the organizational performance.

#### 4.6.2.4 Overall Regression Results

**Table 18: Results for Organizational Culture and Performance of Printing Firms**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
	1.715a	0.511	0.502	0.38318
a Predictors: (Constant), Collaborative Culture, Innovative Supportive Culture, Customer Focus Culture				

**Source: Researcher (2025)**

Table 18 show depicts a moderate correlation between the factors considered (customer focus culture, innovative supportive culture, and collaborative culture) and organizational performance (adjusted  $R^2 = 0.502$ ). This meant that 50.2% of changes in organizational would be explained by customer focus culture, innovative supportive culture, and collaborative culture.

Analysis of variance results are presented in Table 19.

**Table 19: ANOVA results for Organizational Culture and Performance of Printing Firms**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.798	3	8.933	60.839	.000b
	Residual	25.695	175	0.147		
	Total	52.493	178			
a Dependent Variable: Performance of printing firms						
b Predictors: (Constant), Collaborative Culture, Innovative Supportive Culture, Customer Focus Culture						

**Source: Researcher (2025)**

The analysis of the variance shows that the overall model is statistically significant. As a result, customer focus culture, innovative supportive culture, and collaborative culture significantly

influence organizational performance. The calculated F test is 60.839 with a p-value of  $0.000 < 0.05$  thus showing the model is statistically significant. This implies that customer focus culture, innovative supportive culture, and collaborative culture has a significant effect on the organizational performance. The P-value is less than the conventional probability of 0.05 significance level which confirms the influence of customer focus culture, innovative supportive culture, and collaborative culture on the organizational performance.

**Table 20: Multiple Regression Coefficients results for Organizational Culture and Performance of Printing Firms**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.517	0.242		2.134	0.034
	Customer Focus Culture	0.296	0.064	0.291	4.63	0.000
	Innovative Supportive Culture	0.278	0.058	0.292	4.774	0.000
	Collaborative Culture	0.353	0.068	0.32	5.185	0.000
a Dependent Variable: Performance of printing firms						

**Source: Researcher (2025)**

When the independent variables (customer focus culture, innovative supportive culture, and collaborative culture) were regressed together in a multivariate regression, the results are as shown in Table 20. Each of the independent variables— customer focus culture, innovative supportive culture, and collaborative culture was related to organizational performance at a 0.05 significance level.

They are presented below in a model.

$$Y = 0.517 + 0.296X_1 + 0.278X_2 + 0.353X_3$$

Where;

Y–Performance of the printing firms

X<sub>1</sub> – Customer focus culture

X<sub>2</sub> – Innovative-Supportive culture

X<sub>3</sub> – Collaborative culture

In the model above (Table 20), beta values for the predictive variables are positive. For the customer focus culture  $\beta=0.296$ , innovative-Supportive culture  $\beta=0.278$ , and collaborative culture  $\beta=0.353$ . The beta values of customer focus culture, innovative supportive culture, and collaborative culture have value that is more than 0.05 p-value, which confirms that the identified variables can predict the organizational performance.

Table 20 showed that customer focus culture positively affects the organizational performance ( $\beta=0.296$ ,  $p=0.000$ ). It means that when customer focus culture is increased by one unit, customer focus culture will be increased by 0.296 units. The P-value is less than 0.05 significance level confirming that customer focus culture link to the organizational performance is not by random chance.

Innovative supportive culture had a positive and significant effect on organizational performance ( $\beta=0.278$ ,  $p=0.000$ ). It means that when innovative supportive culture is increased by one-unit, organizational performance will be increased by 0.278 units. The P-value is less than 0.05 significance level confirming that innovative supportive culture link to the organizational performance is not by random chance.

Collaborative culture had a positive and significant effect on organizational performance ( $\beta=0.353$ ,  $p=0.000$ ). It means that when collaborative culture is increased by one-unit, organizational performance will be increased by 0.353 units. The P-value is less than 0.05 significance level confirming that collaborative culture link to the organizational performance is not by random chance.

#### **4.8 Chapter Summary**

The chapter presented results obtained from the data collected that included demographics, descriptive statistics, regression analysis and correlation. The means and standard deviations result of every variable are also included. Charts and tables were used to present the results.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter summarizes results about organizational culture on performance of printing firms in Nairobi City County, Kenya. The results were guided by research objectives.

#### 5.2 Summary of findings

The first objective determined the effect of customer focus culture on the performance of printing firms in Nairobi City County. The overall mean was 3.67 signifying majority of the responses were in agreement that customer focus culture was important in influencing the performance of the printing firms. Further, strong positive correlation between customer focus culture and performance of printing firms exists. Finally, regression results showed that customer focus culture positively significantly affects performance of printing firms.

The second objective established the effect of innovative-supportive culture on the performance of printing firms in Nairobi City County, Kenya. The overall mean was 3.60 showing that most of the respondents were agreeing that innovative-supportive culture was important in influencing the performance of the printing firms. A strong positive correlation between innovative-supportive culture and performance of printing firms also exists. Finally, regression output established that innovative-supportive culture positively and significantly affects performance of printing firms.

Finally, last objected investigated effect of collaborative culture on the performance of printing firms. The overall mean was 3.67 implying that the respondents agreed that collaborative culture was important in influencing the performance of the printing firms. A strong positive correlation between collaborative culture and performance of printing firms was found. Additionally, regression results indicated that collaborative culture positively and significantly affects performance of printing firms.

### **5.3 Discussion of Findings**

This section presents discussions related to the study, in line with the findings, theory and empirical studies.

#### **5.3.1 Customer Focus Culture**

The first objective was to determine the effect of customer focus culture on the performance of printing firms in Nairobi City County, Kenya. From the findings, the overall descriptive mean for customer focus culture was 3.67 while overall standard deviation was 1.31. The Pearson correlation value was 0.519 while the adjusted  $R^2$  was 0.319. The study results found that customer focus culture positively predicts performance of the printing firms. The study found that customer focus culture is instrumental in improving organizational performance of printing firms. The results go hand in hand with the findings of Ipinazar et al. (2021), Ekasari et al. (2020) and Akanji et al. (2019) who found out that customer focus culture is important in understanding customers and improving organizational performance. However, Metz et al. (2020) is of the view that customer focus culture does not necessary guarantee improvement of performance. According to the study, the organization needs to on other things like technology, partnerships and quality in addition to the focus on the customers to achieve meaningful results.

The findings are supported by organizational socialization theory which asserts that socialization process is important as it helps to build relationship with customers (Atherley et al., 2016). It helps to improve interaction between the organization and the customers. It enables the organization to better understand the customer which is important to develop strategies that can ensure that their needs are met effectively. It also helps the organization to differentiate itself from other organization consequently enabling it to attract and retain customers (Mudanya & Oloko, 2022).

Focusing on customers shows the organization commitment to growth and development. It shows the value the organization places on customers as important stakeholders in their business (Akanji et al., 2019). Customer focus culture also helps employees to develop skills and knowledge that they need to address the needs of customers effectively and ensure that they are satisfied (Ekasari et al., 2020). It challenges them to develop empathy and listening ear which is important to get feedback that can help the organization to improve on its goods and services effectively to improve performance and compete favourably in the industry (Gebretsadik, 2020).

Customer focus culture is important as far as organizational performance is concerned as it enables the organization to focus on what matters most, customers which is important in enabling the organization to differentiate itself from other organizations (Mudanya & Oloko, 2022). Focusing on customer enables the employees to be more committed to understanding and meeting the needs of the customers. It challenges employees to develop empathy and listening ear which is important to better understand the needs of the customers and ensure that those needs are addressed effectively and efficiently (Akanji et al., 2019). Focusing on the needs of customers enables employees to develop skills that can enable them to respond promptly to the customers issues and ensure that they are satisfied (Metz et al., 2020). An organization should be deliberate on meeting the needs of the customers and continuously make improvements which explains why customer focus culture is important (Ipinazar et al., 2021). Achieving this requires correct leadership to be in place to offer the needed support.

### **5.3.2 Innovative Supportive Culture**

Objective two established the effect of innovative-supportive culture on the performance of printing firms in Nairobi City County, Kenya. From the findings, the overall descriptive mean for innovative-supportive culture was 3.60 while overall standard deviation was 1.30. The Pearson correlation value was 0.540 while the adjusted  $R^2$  was 0.303. From the study innovative supportive culture positively predicts performance of printing firms. The study found that innovative supportive culture is instrumental in improving organizational performance of printing firms. Adoption of innovative supportive culture helps a lot to improve creativity and innovation that is important to navigate challenges in the business environment and make good use of the opportunities that may come along (Abane et al., 2022). Bendak et al. (2020), however, is of contrary opinion as it argues that innovative support culture without flexibility may not yield anything in terms of performance.

The findings are supported by organizational socialization theory and balance score card model (Atherley et al., 2016; Akbarzadeh, 2012). According to organization socialization theory, developing innovative supportive culture is important for sustainability of the organization. Developing innovative supportive culture, however, requires proper analysis as supported by balance score card model.

Innovative supportive culture can also motivate employees to achieve the best which is important to enable them to fully support the organization and stick with the organization (Vargas-Halabi & Yague-Perales, 2024). This enables the organization to maintain and grow

talents consequently enabling the organization to improve on its performance. Organizations need to put elaborate strategies that can enable employees to ensure that innovative culture is developed as it will help organizations to grow and develop (Gachanja et al., 2020). Innovative supportive culture can enable organizations to provide competitive services and products to customers and make good use of the resources, thus enabling the organization to compete favourably in the dynamic business environment (Oluwa & Ibrahim, 2021).

### **5.3.3 Collaborative Culture**

The third objective was to determine the effect of collaborative culture on the performance of printing firms in Nairobi City County, Kenya. From the findings, the overall descriptive mean for collaborative culture was 3.67 while overall standard deviation was 1.26. The Pearson correlation value was 0.540 while the adjusted  $R^2$  was 0.325. The results show that collaborative culture positively and significantly influences organizational performance. The study found that collaborative culture plays an important role in improving organizational performance of printing firms. Collaborative culture encourages, teamwork, cooperation and shared goals to enable the organization to achieve its goals and objectives (Pathirana, 2019). It encourages collective efforts and improves sharing of the information and ideas which is important to improve creativity and innovation of the employees. Santoro et al. (2020), however, is of the view that for collaborative culture to work effectively, organization should ensure that correct people are put in the right places. This will help a lot as it will enable them to have common goal and focus on building collaboration. The findings are also supported by organizational socialization theory which emphasizes the importance of socialization process in building a collaborative culture (Atherley et al., 2016).

Effort of every member in an organization is important. Adoption of collaborative culture, therefore, can ensure that work is done and that effort of every member in an organization is put into good use. Collaborative culture encourages open communication which is important to build trust among employees and customers, thus improving organizational performance (Kaouache et al., 2020). It also fosters open communication that is important in building trust and getting feedback which is important to improve on service delivery. It also develops synergy among employees that is important to enable them to achieve the best.

### **5.4 Conclusions**

Organizational performance of the printing firms in Kenya is influenced by all the predictor variables of; customer focus culture, innovative supportive culture and collaborative culture.

According to the regression analysis results, all these independent variables positively and significantly influenced the organizational performance and had positive and significant correlation with it based on Pearson correlation values. Based on the findings, the study concluded that customer focus culture has positive influence on the performance of printing firms supporting the organizational socialization theory which emphasizes the importance of building relationship with customers to improve performance.

The study also concluded that innovative supportive culture by printing fosters creativity and innovative enabling printing firms to differentiate themselves and improve on their performance. The conclusion support organizational socialization theory and balance score card model which emphasize innovative culture to navigate the dynamic environment and achieve sustainability.

Lastly, the study concluded that collaborative culture builds teamwork and trust that is important to enable them to achieve a common goal and improve the performance of the organization. The conclusion supports the organizational socialization theory which emphasizes which emphasizes the importance of building relationship with customers to improve performance.

### **5.5 Recommendations**

According to the study, printing firms have a role adopting organizational culture that can help to improve their performance. Printing firms should focus empowering their employees and developing structures that can aid them to implement customer focus culture, innovative supportive culture and collaborative culture. Employees, in particular, should be trained on how engage employees meaningful to get feedback and attend to employees needs effectively. Printing firm should also create a conducive environment where each employee is free to propose and experiment new ideas to encourage to foster innovative-supportive culture. Printing firms should also improve their communication channels to ensure real time communication that is important to enhance collaboration,

Policymakers should support printing firms to enable to do well in business by enacting appropriate policies that support innovative supportive culture within the organisation. Policymakers, in particular, should ensure that printing firms are supported to develop organizational structures that can support their growth and development. Policymakers should develop policies and ensure that policies are updated regularly to enable them keep up with changes in industry.

The study found that organization culture has positive and significant effect on performance of printing firms. The study findings support the organizational socialization theory, developed by Daniel Katz and Robert Kahn's 1960s. The theory lays the foundation for understanding how individuals adapt to new organizational environments and integrate into the organization's social fabric (Atherley et al., 2016). Organization socialization theory is relevant to the understanding of the organizational culture as it puts emphasis on individuals understanding of values, norms and behaviours in an organization (Hatmaker et al., 2022).

### **5.6 Limitations of the Study**

The study focused only on three factors; customer focus culture, innovative supportive culture and collaborative culture. There are other factors that could be influencing the performance of the printing firms in Kenya such as stakeholder involvement and organizational structure among others. The study was also limited to the Nairobi County. Though Nairobi County has a good number of printing firms, it may not give a true picture of printing firms in other parts of the country. The study also did not achieve hundred percent response rate and, as a result, may not give a clear picture of the performance of the printing firms. Further, the study may not fully capture the dynamic and evolving nature of organizational culture, especially in firms undergoing digital transformation or restructuring. Lastly, the cross-sectional design may limit the ability to establish causal relationships between organisation culture and performance over time.

### **5.7 Suggestion for Further Study**

Further, a study should be carried out to establish other factors that affects the performance of printing firms in Kenya. Also, it also vital to explore the role of other stakeholders on the organizational performance of printing firms in Kenya. Further, research should focus on the role of the undergoing digital transformation in the printing industry and how it is revolutionized the sector. Lastly, future studies may adopt longitudinal design to establish causal relationships between organization culture and performance over time.

### **5.8 Chapter Summary**

The chapter discusses the findings of the study and gives the conclusions. The limitations of the study are also presented. The recommendation and suggestions for further studies are also given in this chapter.

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## APPENDICES

### Appendix I: Letter of Introduction

Dear respondent,

I am a student at Strathmore University conducting a study on the effect of organizational culture on performance of printing firms in Nairobi City County, Kenya. This study is done for academic purposes and is intended to give insights about the organizational culture and performance. To accomplish the study, I kindly request you to complete this questionnaire.

The information given will be handled with utmost confidentiality and will only be used for academic purposes. I appreciate your cooperation in advance in making this study a success.

Yours sincerely

.....

Viviane Akoth Oduor



## Appendix II: University Letter

Ole Sangale Rd, Madaraka Estate,  
P.O. Box 59857 00200, Nairobi, Kenya,  
Cell: +254 703 414/6/7, Twitter: @S35Kenya  
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



12<sup>th</sup> November 2024

To Whom It May Concern,

**RE: FACILITATION OF RESEARCH – ODUOR, VIVIANE AKOTH**

This is to introduce Oduor, Viviane Akoth who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/152655. As part of our MCOM Programme, Viviane is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Viviane would like to request appropriate data from your organization.

Viviane is undertaking a research paper on “**EFFECT OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF PRINTING FIRMS IN NAIROBI, KENYA.**” The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to be "Njoki Kiagiri".

Njoki Kiagiri  
Manager – Graduate Programmes  
Strathmore University Business School.



### Appendix III: Questionnaire

You're requested to fill out this questionnaire as honestly as possible. The data obtained will be used for academic purposes only.

#### SECTION A: PERSONAL INFORMATION

1. What's your gender?

Male  Female

2. Indicate your highest level of education.

Post Graduate

Undergraduate

Diploma

Certificate

3. Under which age brackets are you?

21 – 30 years  31-40 years

41 - 50 years  Over 50 years

4. How long have you been in business?

Less than 5 years

5- 10 years

Over 10 years

#### PART B

##### i) Customer Focus Culture

Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

STATEMENT	1	2	3	4	5
Customer focus culture improves customer retention rate.					

Customer focus culture reduces the number of customers 'complaints.					
Customer focus culture improves customer satisfaction score significantly.					
My organization has organizational structure that support customer focus culture.					
Customer focus culture improves customer perceptions and attitude about the company.					
Customer focus culture is important to improve the performance of the organization.					
Customer focus culture improves communication with customers.					

**ii). Innovative-Supportive Culture**

Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree).

STATEMENT	1	2	3	4	5
My organization has learning and development opportunities.					
My organization rewards new ideas.					
My organization is keen on adopting innovation.					
My organization is receptive to employees' suggestions and ideas.					
My organization is keen on promoting innovative ideas.					

My organization allocates enough resources to foster innovation.					
My organizational goals and values align with innovative initiatives.					

**iii). Collaborative Culture**

Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree).

STATEMENT	1	2	3	4	5
My organization encourages idea sharing.					
My organization has elaborate structure for solving conflicts.					
There is an effective employee engagement in my organization.					
Trust plays an important role in enhancing collaboration and teamwork.					
Organizational values and goals support collaboration and teamwork.					
Collaboration enables the organization to respond effectively to change.					
Collaboration encourages on employee retentions.					

### SECTION C: Performance of printing firms

Which of the following statements do you agree with the most? On a scale of 1 to 5, how would you rate this? (1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree).

STATEMENT	1	2	3	4	5
<b>Financial Perspective</b>					
The organization has recorded increase in profitability because of strong organisation culture.					
The organization has recorded rise in revenues.					
<b>Customer Perspective</b>					
The organisation has been able to improve customer retention					
The market share of the organization has grown because of strong organisation culture					
<b>Internal Business Processes Perspective</b>					
The organisation has recorded improved operational efficiency.					
Because of organisation culture, innovation within the organisation has improved					
<b>Learning and Growth Perspective</b>					
There is improved employee satisfaction.					
We have recoded declining employees' turnover rates					

**THANK YOU**

#### Appendix IV – List of Printing Firms in Nairobi County

1. Titan Delta Tech Limited	28. Canvas Art Shop Ltd
2. Brand Warehouse Limited	29. Identisys Ltd
3. Pumuo Trading Company Limited	30. Capitol Printers Limited
4. Steluan Limited	31. Minify Technology
5. Adsite Limited	32. Uninet Technologies Limited
6. Magnate Ventures Limited	33. Waweru James K Computer Typing /Printing Services
7. Cloudremy Enterprises Limited	34. Waweru James K Computer Typing /Printing Services
8. Bestphoto Printing Shop	35. Miro Design House
9. His Majesty Kawangware Coast Shop	36. Dankym Computre Centre
10. Hema Commercial Management	37. Anescan Enterprises
11. Jowal Enterprises	38. Estim Designs and Construction Company Limited
12. My Prints Limited	39. Mims Royal Investments Limited
13. Fusion Four Consultants Limited	40. Centrifugal Technologies Ltd
14. The Signage Lab	41. Nuru Holdings
15. Infinittech Circle Limited	42. Waver Printing System
16. Grafame Tech	43. Starlet Computer Services
17. Pinpoint Brands Limited	44. Orient Printing Solutions
18. Limelight Promotions	45. Caro Cyber Services
19. Katum Enterprises Ltd	46. Comet Designers Limited
20. Sovran Supplies (K) Limited	47. Skylarc Ventures Limited
21. Elotech Limited	48. Print Solutions Cyber
22. Waves Branding Limited	49. Ventures Cyber
23. Mworaiank Enterprises	50. High Speed Cyber Café
24. Twenty-Three Marketing Concepts	51. Simplex cyber
25. Capture The Moment Graphics Studios	52. Cyber Cafe Pro
26. Brandflix Bsi Limited	53. Smartech Cyber
27. Edible Print Kenya	54. Jonwilliams Power East Africa

55. Checknocrats Kenya Limited
56. Absolute Stationers & Printers
57. Heritage Printersk
58. Azl Visions
59. Graphite Lounge Limited
60. Dynamic Freelance Hub
61. Jimbrook Limited
62. Topas Creations Limited
63. Creo Media Concepts Limited
64. Advermart Technologies Limited
65. Kode Lets Limited
66. App Town Technologies Limited
67. Lewco Enterprises
68. Cauldron Branding Limited
69. Mansion Arts Limited
70. Blackink Creatives Ltd
71. Colour Creative Services
72. Peniel Creatives Limited
73. Fountain Printers
74. Simpet Kenya Limited
75. Sawa Print
76. Masterpoint Graphics Ltd
77. Dencal Brands Limited
78. Nautilus Creations
79. Techscape Kenya Limited
80. Fastfour Interactive Solutions Ltd
81. Olele Design Factory
82. Els Designs
83. Advatech Office Supplies Limited

84. The Incredible Creations
85. Square Trade Limited
86. Shuhi Creates Ltd
87. Above And Beyond Creations
88. Premium Pdx Software Ltd
89. Level 2 Impress Limited
90. Multiform Enterprises
91. Litebulb Group Limited
92. Famic Supply Limited
93. Digital Advance Technology
94. X-Press Systems and Services Limited
95. Branteq & Colours Limited
96. Mwisaf Limited
97. Montana Boutique Limited
98. Milestones Fresh Ventures
99. Stebra Textiles Enterprises
100. Express Glass & Aluminum
101. Wingoo Creations
102. Simplus Communications Enterprises
103. Small Digger Art Studio
104. Flexo Graphics Limited
105. Elecster Kenya Limited
106. Ejos Convenience Store
107. Jesma Printing Press Limited
108. Bomata Enterprises Limited
109. Bomata Enterprises Limited

110.	Ropez Printers
111.	Victorian Advertising Limited
112.	Victorian Advertising Limited
113.	Njokamu Dailysale Communication
114.	Crystal & Class Office Suppliers
115.	Neighomie Enterprise
116.	Tradecraft Enterprises
117.	Sharpspace Ltd
118.	Gracious Ventures Limited
119.	Emojay Company Limited
120.	Opulent Technology
121.	Lavie Porte Limited
122.	Color Creations Limited
123.	Seelex Designs Limited
124.	Nissi Creative Services Limited
125.	Seelex Designs Limited
126.	Seelex Designs Limited
127.	Prg Investments Ltd
128.	Wawili Creations Ltd
129.	Native Graphix
130.	Globevar Printers & Designs Limited
131.	Eliste Agencies
132.	Broozza Enterprise Limited

133.	More Design Printers Ltd
134.	Promomax Branding
135.	Colorshade Graphics Limited
136.	East West Fashions Limited
137.	Graphic Print Limited
138.	Gwiji Graphics
139.	Emkei General Merchants
140.	Ibrado General Equipmernt
141.	Kaimma Investments
142.	Jetview Cyber Services
143.	Filbrison Limited
144.	Multigraph Machinery (Kenya) Limited
145.	Ink World East Africa Limited
146.	Omn Cyber Cafe
147.	Label & Printing Systems (K) Limited
148.	Fix It Brands
149.	Hotsprint Graphics
150.	Dawin Formating
151.	Tayba Graphics
152.	Copy Freak
153.	Sunpack Carton Limited
154.	Elgon Kenya Limited
155.	Chemsols Limited
156.	Deluxe Inks Limited

157.	Jsm (Ea) Industries Limited
158.	Paper Converter (Kenya) Limited
159.	Hi- Tech Gravures Limited
160.	Excel Inks
161.	Polyflex (Natal)(Pty)Ltd
162.	Parrot Concepts Limited
163.	Ginsbell Kenya Limited
164.	Marnich Sportwear Enterprise
165.	Faha Graphics Enterprises Limited
166.	Leyton Trading Limited
167.	Mediamax Network Limited
168.	Pollo Sai
169.	Unified Networks Africa
170.	Jomac Shop
171.	Rosalid Njeri
172.	Penta Tech Kariobangi Next to Equit Bank
173.	The Shop & M-Pesa
174.	Sontech Enterprises Limited
175.	Aim Cyber Services
176.	Lajosh Cyber
177.	Anthony Mwangi Maina
178.	Annekara Enterprises
179.	Mediart Graphicx
180.	Sini.Com Limited

181.	Computer Presentations Limited
182.	Photo Gifts and Creations Kenya Limited
183.	Collins Milestudio
184.	Sorora Limited
185.	Sorora Limited
186.	Sorora Limited
187.	Veeroberts
188.	Peshajo Company Limited
189.	Hill Hopes Enterprises Limited
190.	Tritech Cyber Networks
191.	Acacia Printers & Stationers
192.	Olympia Internet Services
193.	Olympia Services
194.	Willmaxie Printers
195.	Admag Computers and Services
196.	Top Notch Media
197.	Tobiko Enterprise
198.	Mutant Cyber Services
199.	Scanned Document Systems
200.	Techhub Ict-Centre
201.	Loise N. Mugambi
202.	Sanns Communications Services
203.	Swiftlynx Urban Limited

204.	Take Life Easy
205.	Sgm Cyber Cafe
206.	Royal Trump Enterprises Limited
207.	Citcon Copy Centre
208.	Techera Enterprises Limited
209.	Eldin Trading Limited
210.	Peshpeshu Ventures
211.	Winja Services
212.	Winja Services
213.	Lekamu Supplies
214.	Pejo Bureau Services
215.	Kipusa Investments Limited
216.	Divinter Enterprises
217.	Keitech Designs
218.	Publish4all Kenya Ltd
219.	Graph-Art Center
220.	Straight Up Technologies Ltd
221.	Almade System Enterprises
222.	Jonaman Cyber
223.	Geracopies
224.	Derick Studio Printing and Mpesa
225.	Randomarts Media
226.	House Of Concepts Limited
227.	Bestcopy Print & Copy Shop

228.	Am Photography Studio
229.	Magical Swift Designers
230.	Rad Ltd
231.	Print Republik
232.	Blaze Enterprises Systems Limited
233.	African Muse Media Limited
234.	Inklab Graphics
235.	Grasig Designs
236.	Mega Copy Limited
237.	Neptune Brands Limited
238.	Kipepeo-Brands Limited
239.	Sparrow Tech Solutions
240.	Glanet Enterprises Limited
241.	Para Print Limited
242.	Colour Labels Limited
243.	Fabulous Printers Limited
244.	Smart Printers Limited
245.	Executive Printing Works Limited
246.	Labelcraft (Kenya) Limited
247.	Wileun Enterprises Limited
248.	Picas Graphics Limited
249.	Gold Impressions
250.	Graphic River Limited
251.	Rays Media

252.	Mastermind Branding Limited
253.	Smati Graphics
254.	Beyond The Edge Limited
255.	Floben General Merchant Limited
256.	Tims Book Sellers & Stationery
257.	Steve Creation Graphics
258.	Stellar Spark Solutions Limited
259.	Davco Creative Media
260.	Triple Merit Enterprise
261.	Syskom Kenya Limited
262.	Niceways Engineering Limited
263.	Morven Kester (E.A) Limited
264.	Ellako Corp Limited
265.	Centenary Printers Limited
266.	Vision Gate Graphics
267.	Rolling Press Printers Limited
268.	Firm Choice Stationers Limited
269.	Digitech Images
270.	Digital Farm
271.	Alixar Systems
272.	Oliams Investments
273.	Munialo Printers

274.	Winvers Enterprises
275.	Nooram Studio
276.	Smartpoint Graphics
277.	Waver Printing Systems
278.	All Signage and Graphics Enterprises
279.	Print Media Ark
280.	Winsight Ltd
281.	Penyanya Graphics
282.	Royal Chance Company Limited
283.	Frank Beg Enterprises
284.	El Mejor Brand and Design
285.	Conquest Ventures Ltd
286.	Letar Printers (K) Limited
287.	Premier Konekt Designing Brand and Print Ltd
288.	Tricore Agencies
289.	Suprenal General Suppliers
290.	Rewot Africa Communications Limited
291.	Deocy Printers
292.	Jodomu Investments 2
293.	Knack Enterprises
294.	Davco Creative Media
295.	Transcom Graphics
296.	Klase Hub Brands
297.	Njango Commercial Agencies

298.	Scale-Branding Ltd
299.	Red Dot Creative
300.	Ultra Red Technologies Limited
301.	Michael Tio
302.	Glatex Young Creatives
303.	Brilliant Visionary Ventures
304.	Kuluu Print
305.	Mapaper Printers
306.	Timer Exams
307.	Mal-Mart Enterprises Limited
308.	Knicks Enterprises
309.	Romcey Media
310.	Meldives Designs
311.	Dankim
312.	Jokam Enterprises
313.	Giddel Safe Cruise
314.	Off The Wall East Africa Limited
315.	Unique Design Factory
316.	Freelance Advertising Limited
317.	Value Graphics
318.	Think Red Images
319.	Ericom Printers & Stationers
320.	Joina Ventures
321.	Peach Graphics
322.	Ceendeng Agency
323.	Inlane Enterprises

324.	Mich Solutions
325.	Chrome Partners Limited
326.	Christine Luganja
327.	E & C Printing Solutions
328.	Pishongold Enterprises
329.	Gombe Stationers & General Supplies
330.	City Star Printers
331.	Tigla Enterprises
332.	Sum Solutions
333.	Techno-Hub(K) Limited
334.	Lufar General Supplies
335.	Global Acute Graphix
336.	Printwell Industries Limited
337.	Midsun Technologies
338.	Wisdom Link Stationers & School Books Suppliers
339.	Pstarsigns Marketing Limited
340.	Bontech Ventures Limited
341.	Riwaga Enterprises
342.	Ovvo Printers Ltd
343.	Blex Kreatives
344.	Njotha Enterprise
345.	Parkways Printers
346.	Urbaveka
347.	Odhasons Ltd
348.	Brand Mania Limited
349.	Vichub Printing Media

350.	Wilter Enterprises Limited
351.	Ustar Graphic
352.	Wancent Investment Limited
353.	Gordrose Enterprise
354.	Mfi Managed Document Solutions Limited
355.	Print Systems & Supplies Limited
356.	Ark'grate Solutions Ltd
357.	Remco Plan Printers
358.	Mufasa Media Advertising
359.	Jj Investments Limited
360.	Raqeem Graphics Limited
361.	Mupasmu Graphic Works
362.	Bijon Brand Africa Ltd
363.	Label Solutions Limited
364.	Digital Creations
365.	Metro Printers & Stationers Limited
366.	Euniqo Enterprises
367.	Briwacoms
368.	The Miale Ltd
369.	Wamcia Enterprises
370.	Pelton Creations Limited
371.	Dumero Traders
372.	Brandiet Media
373.	Brandnetics Solutions

374.	Pixel Splash Limited
375.	Deperry Printers
376.	Smart Printers Agencies
377.	Delphi Graphics & Digital Printers
378.	Samjo Marob Enterprises
379.	Mokam Printers and General Traders
380.	Chagam Agencies
381.	Steps Book Enterprise
382.	Freventure Technology
383.	Phatmir Limited
384.	Media Age Promotions
385.	I Brand Solutions
386.	Thelms Brands
387.	Stemuki Printing
388.	Ecoactive Distribution
389.	Kimronne Company Limited
390.	Elim Solutions
391.	Biz Dove Limited
392.	Jawa Ventures Ltd
393.	Tali Hub Solution
394.	Hakkieann Creations Limited
395.	Beckon Kenya Limited
396.	Afristar Legacy Ventures Ltd
397.	Waver Printing Systems
398.	Graphic Lineups Limited
399.	Birds Printers Office Stationery and Equipments

400.	Ejytech Cyber Cafe
401.	Hamirae Holdings Limited
402.	Printech Enterprises
403.	Green Team
404.	Nanzo General Supplies Limited
405.	Yastat Kenya Limited
406.	Trix Reproprint
407.	Lime Solutions
408.	Insightcom Technologies Limited
409.	Nexa Printing and Branding
410.	Fine Touch Media Limited
411.	Harris
412.	Officemax Solutions
413.	Liward Agencies
414.	Kimux Stationaries
415.	Bilda Graphics & Stationers
416.	Top Mentors Publishers
417.	Ankur Printers and Graphics Limited
418.	Nile Equipments Suppliers
419.	Benson Sila Musau
420.	Micrographics Design
421.	Artwork Technical
422.	Branded Rides Limited
423.	Waitolania Enterprises

424.	Artecc Enterprise
425.	Depiction Creative Solutions
426.	Casy Printers and Designers
427.	Sac Products Enterprises
428.	Tristen Agency Limited
429.	Print Sure Ventures
430.	Kathagu Holding
431.	Winsmark Printers And Stationers
432.	Triad Creations Limited
433.	Ekstrim Media Print
434.	Jackall Printers
435.	Penan Limited
436.	Giftsam Enterprises Limited
437.	Mandla Print
438.	Samhavlone Enterprise
439.	Printzogravs
440.	Fidan Merchants
441.	Ace Phoenix Pr
442.	Pvt-Jzugmr38
443.	Modern Lithographic (Kenya) Limited
444.	Transformed Coloured Prints
445.	Gam Print Solutions
446.	Brabeni Enterprises
447.	Cinta And Cogweller Solutions
448.	Vincent Maina

449.	Cactus Creative
450.	Med Printers
451.	History Works Limited
452.	Classic Catch Creations Ltd
453.	Inama Digital Printing
454.	Printing Services Limited
455.	Sajofa Corner
456.	Brandson
457.	Nakuru Press East Africa Limited
458.	Bewa Global Systems (K) Ltd
459.	Dovetail Media
460.	Muha Printing and Branding
461.	Medaleon Enterprises
462.	Paradise Breeze Printers
463.	Jamillis Print Brand Limited
464.	Fevin Printers
465.	R0dajoh Printers
466.	Luciwa Printers and Stationers
467.	Elegance Technology Limited
468.	Perrytech Printers
469.	Kenjon Services Limited
470.	Moranisi Investments Limited
471.	Multi Onyx Kenya Limited

472.	Elevator Print & Publishers
473.	Sason Enterprises
474.	Murat General Merchant
475.	Synergy Systems Limited
476.	Africom Media Ltd
477.	Lewiste Supplies
478.	Bright Star Exam Agencies
479.	Value Arc Graphics
480.	Krisnel Agencies Limited
481.	Digicreative Limited
482.	Sprint Kreations
483.	Pritack Services
484.	Sowa Printers
485.	Kokidi Enterprises Limited
486.	Pmtwo Supplier
487.	Dryland Printers and Stationers
488.	Tigra Arts and Design
489.	Warrick Stationery Supplies
490.	Colourchart Solutions
491.	Rawaka Ventures
492.	Travis Business Services
493.	Naelsigns And Supplies
494.	Sign Sixeight Seven Ventures
495.	Forever Graphic Print Limited

496.	Orijin Designs and Media Enterprise
497.	Top Vision Publisher
498.	Equivalent Peak
499.	Devine Signs Limited
500.	Akipema Services
501.	Groba 3s Printers
502.	Evanoteprint
503.	Compact Creter
504.	After Thirty Africa Limited
505.	Dropline Enterprises/Publishers
506.	Waver Printing Systems
507.	Signsense Creation
508.	Impact Communication [K] Limited
509.	Mbugua Screen Print
510.	Skylarx Creations
511.	Talent Graphics Limited
512.	Sason Enterprises
513.	Nelfas Solutions
514.	Utopya Branding Ltd
515.	Addtone Graphics
516.	Lexkam Images Limited
517.	Jesma Publishers & Educational Boosters Limited
518.	Gimco Investments
519.	Netlink Solutions
520.	Clarity Printing
521.	Kabuline Investments Kenya Limited

522.	Lizaking Graphics
523.	Multiprint Enterprises
524.	Ivent Concepts Limited
525.	Weaver Brands
526.	East Coast Horizons Limited
527.	Vichub Printing Media
528.	Printwise Solutions
529.	Kambui Enterprises
530.	Reniola Enterprises Limited
531.	New Era Graphics
532.	Hasego Supplies
533.	Baloonstar Print Supply
534.	Three Angle Media Limited
535.	Market Scan Enterprises Limited
536.	Soely Printing
537.	Nairobi Graffix
538.	Lipsu Printers
539.	Virtue Book Publishers
540.	Typotronic Typesetters Limited
541.	Tamatisha Solutions
542.	Elifra Company Printers
543.	Klinsman Technologies
544.	Pablex Brands
545.	Kenvia Printers
546.	P051150514c
547.	Sange Graphics & Printing Experts

548.	Rhinegold Limited
549.	Classique Adverts and Designs Limited
550.	Brandnest Advertising & Design Limited
551.	Zaraj Graphics and Printers
552.	Top Rank Printers
553.	Architectural Plan Printers Limited
554.	Kishushe Ventures
555.	Gramis General Supplies
556.	Supack Ventures
557.	Domani Creatives
558.	Kinyasco Printers & Stationers
559.	Golden Chance Supplies Limited
560.	Anne Wanjiru Maina
561.	Jaslyn Printers And Stationers
562.	Lajoz Arts & Design
563.	Tesoro Brands Collections
564.	Pixel Creative Limited
565.	Brand Shack Ltd
566.	Emmatech Printers
567.	Graphics Impressions
568.	Real Impressions Limited
569.	Universal Mech
570.	Terra-Com Enterprises
571.	Copy Freak

572.	Slystar Graphics
573.	Elina Printers & Stationery
574.	Geo-Pak Printers & Stationers
575.	Asal Printers&Stationers
576.	Designs And Reproductions
577.	State Of the Art Printers
578.	Precision Colour Brands Limited
579.	Bonigrafix Designs Limited
580.	Linque Limited
581.	Fremok Supplies
582.	Discovery Educational Publishers Limited
583.	Zynes Traders
584.	Urban Brand Solutions
585.	Go Beyond Brands
586.	Colorstream Prints Ltd
587.	Twin Care Services
588.	Glitters Concepts Limited
589.	Barkley Systems
590.	Vista Global Limited
591.	Screenotec Communications
592.	Archmedia
593.	Davins Creations Limited
594.	Printlino Branding Limited

595.	Ivan Creative Brands
596.	Three Eighteen Solutions Ltd
597.	Zarya Advertising
598.	Valiant Brands
599.	Elegance Designers and Printers Limited
600.	Gloss And Matte Advertising Limited
601.	Crystalbeam Solutions Limited
602.	Canopy Solutions K. Limited
603.	Forecast Firm Limited
604.	Kalan Graphics
605.	Kinus Investment Limited
606.	Gee-Art Limited
607.	Yosam Branding
608.	Cnc Router Services
609.	Wichmann Systems Ltd
610.	Wasbel International
611.	Skype Business Solutions
612.	Buraaq Printers
613.	Affordable Apparel
614.	Chassy Technologies
615.	Centrepres Media Limited
616.	Masterpriece Empire
617.	Neostream Technology Group
618.	Dimbasi Enterprises

619.	Gitz Designers
620.	Modern Tech Graphics
621.	Ultimate Supplies Ltd
622.	Amiable Ventures
623.	Strategic Paper & Print Solutions
624.	Lynge Holdings Limited
625.	Livela Global Technologies Limited
626.	Mamba Press Ltd
627.	Nifty Media
628.	Signcity Limited
629.	Cyma Company Limited
630.	Memorex Enterprise
631.	Adscope Graphix Systems Starehe
632.	Modern Press and Graphics Limited
633.	Puzzle Graphics Limited
634.	Moriah Graphics
635.	Rophe Kanna Enterprise
636.	Visible Branding
637.	Rafiki Promotions
638.	Huzza Graphics
639.	Vimit Converters Limited
640.	Rozzyhorizons Enterprises
641.	Too Kool Enterprises
642.	Samuel Kanyi Githinji
643.	Daisam Graphics
644.	Monarch Designers

645.	Mugisha Ventures
646.	Cyber Digital
647.	Eiffel Group Ke Limited
648.	Emmanuel Cyber
649.	Aseret Consultancy
650.	Archelaus
651.	Trevicarn Suppliers
652.	Rynat Media Cyber
653.	Mansion Arts Limited
654.	Limo Services Dot Com
655.	Three Am Ventures Cybercafe
656.	Pretty Print Limited
657.	Realmali Properties Limited
658.	Ecosym Resources Limited
659.	Talents General Construction Enterprises Limited
660.	Plastic Container Printers East Africa Limited
661.	Mediamax Network Limited
662.	Uniscope Enterprises Limited
663.	Tismar Printers
664.	Blue Pitch Limited
665.	Straight Media (E.A) Ltd
666.	Mahdi Printers & Stationaries
667.	Skystar Enterprises

668.	Nito Printers And General Suppliers
669.	Unigraphics Kenya Limited
670.	Pegra Printers And Stationers
671.	Ternspin Services And Stationery
672.	Extra Products Investment Company
673.	Sharp Card Limited
674.	Fedepher-Enterprises
675.	Abc Consult Limited
676.	Typescript Printing And General Supplies Ltd
677.	Milestone Image Makers Advertising Limited
678.	Streetline Ventures Limited
679.	Option Nineteen Agencies
680.	Dalger Designers Enterprises
681.	Snow Network
682.	Jaire Investments
683.	Green Berry Limited
684.	Information For Action Enterprises Limited
685.	Sign First Media
686.	Kishliz Enterprises
687.	Real Printing Technology Limited

688.	Margaret Nduta Njenga
689.	Heroes Enterprises
690.	Lino Typesetters (Kenya) Limited
691.	Fineprint Enterprises Limited
692.	English Press Limited
693.	English Press Limited
694.	Zahur Printers Limited
695.	Charnam Investments
696.	Tech Zote Kenya
697.	Dagikan Ventures Ltd
698.	Smartbound East Africa Limited
699.	Kinmun
700.	Visualdo Media
701.	Scancopier Plan Printers
702.	Skype Business Enterprises
703.	Limitless Interior Designs Co. Ltd
704.	Kishgraphics Enterprises Limited
705.	Derrickson Printing Services Ltd
706.	Cut To Fit Graphics Ltd
707.	Pepea Graphics
708.	Britoms Printers & Suppliers
709.	Falcon Stationery Limited
710.	Point One Media

711.	Ngulu Investments Limited
712.	Pencon Printers And Stationers
713.	Brightminds Educational
714.	Emuki Ventures
715.	Fine Notive Limited
716.	Angle-Line Systems Limited
717.	Betam Graphics
718.	Hopeland Adverts And Design Limited
719.	Truetone Creation Palace
720.	Jophis Printers
721.	Orata Stores
722.	Cyril Printers & Marketers
723.	Jevan Graphics
724.	Ant Arts Designs
725.	Kifa Printers & Stationers
726.	Terratech Solutions
727.	Hopeland Adverts And Design Limited
728.	Diponds Enterprises Limited
729.	County Imaging & General Supplies Limited
730.	Mowens Agencies Limited
731.	Footsteps Limited
732.	Emon Enterprises

733.	Macolour Ventures
734.	Forthall Printers Ltd
735.	Stefra
736.	Shevami Agencies Limited
737.	Ostrich Printing Services
738.	Wito-Printing Services
739.	Elpis Press And Publishers Limited
740.	Finetech Graphics
741.	Fresco Live Design
742.	Outline Ventures
743.	Hopeland Adverts And Design Limited
744.	Compress Paperworks
745.	Step Flyers Series
746.	Elanka G. Supplies
747.	Ava Printshop
748.	Volter General Supplies
749.	Great Impress Kenya Limited
750.	Aviq Printers
751.	Redfly Solutions Limited
752.	Civyl Printers
753.	Hopeland Adverts And Design Limited
754.	Mediance Brands
755.	Simpart & Signs Ltd
756.	Mediabox Group Ltd
757.	Swift Advertisement And Design Company Limited

758.	Jeyvian Business Solutions
759.	Elemen Enterprise
760.	Print Depot Limited
761.	Suevi Enterprises Company Limited
762.	Sprint Print Creatives
763.	Gold Link Investment ( B )
764.	Cut To Fit Graphics Ltd
765.	Tado Agencies Limited
766.	Innovior Kenya Limited
767.	Cyril Printers & Marketers
768.	Fashion Delight Communication Bureau
769.	Kasten Creations Ltd
770.	Jeito Graphics Enterprise
771.	New Century Ventures
772.	Jeito Graphics
773.	Internet Jungle Cafe
774.	Clarotech System Solutions
775.	Printech & Pack Limited
776.	Bahelium Enterprises
777.	Spacenet Limited
778.	Magic Colours Limited
779.	Hopeland Adverts And Design Limited
780.	The Owners Venture Limited
781.	Gorgeous Printers

782.	Izoh-Link Cyber
783.	Intergral Office Solutions Limited
784.	Green Graphics
785.	Green Graphics
786.	Details Masters Ltd
787.	Saroz Group Limited
788.	Lea Client Services Limited
789.	Fast Intime Services
790.	Prints Arts Limited
791.	Trinity Magnolia Printers Ltd
792.	Smartivate Limited
793.	Melius Group Limited
794.	Magic Colours Limited
795.	Digitalplus Kenya
796.	Pavillion Technologies Limited
797.	Silver Colors And Design Enterprise
798.	Keval Investments Limited
799.	Bile And Shine Ventures
800.	Sixth Sense Dimension
801.	Alhijaz Printing
802.	Vidic Holdings Limited
803.	Maritak Enterprises Limited
804.	Kk Enterprises
805.	Kwikcopy Solutions Limited

806.	Eventcode Limited
807.	Maloh Copy Printers
808.	Kimani Printers
809.	Cressons Investments
810.	Timeless Print Limited
811.	Mulenic Circle Company Limited
812.	Lyms Limited
813.	Graphic Wheel Limited
814.	Ngisma Copy Services
815.	Simpart & Signs Ltd
816.	Epal Agencies
817.	Datony Agencies
818.	Sincere Impressions Print Africa
819.	Mikeline Printers Enterprises
820.	Icons Printers Limited
821.	Alconsup Solutions Limited
822.	Innovate Print Solutions
823.	Starbright Printing Agency
824.	Magic Colours Limited
825.	Step One Printers
826.	Criska Printing Services
827.	Odunya Designers
828.	Val Partners Limited
829.	Slyke Afrique Investment Limited
830.	Unik Design Factory
831.	Fineprint Enterprises Ltd

832.	Color Concierge Limited
833.	Net Graphics Works
834.	Merab Brown Investments
835.	Lucky Meg Enterprises
836.	Gold Concepts Ltd
837.	Digital Plus Kenya Investments Ltd
838.	Bamacom Limited
839.	Foilman Agencies
840.	Doreltech Cyber
841.	Savanna Printers Ltd -Un
842.	Super Brance Investment
843.	Solsar Investments
844.	Sarah Sarai Printers
845.	Transive Enterprises
846.	Vertical Graphics Limited
847.	Booster Education Point
848.	Ibex Signs Limited
849.	Dallasky Printers &Services
850.	Tragen Printing Services Limited
851.	Dallasky Printers & Services 11
852.	Kiste Printers
853.	Traderooof Services
854.	Brandlink Focus Printers & General Suppliers
855.	Lifeset Investment

856.	Primestar Printers & Stationers
857.	Transom Graphics
858.	Phoenix Sign, Electrical And Interior
859.	Haddie Supplies Limited
860.	Sytten Ventures Limited
861.	Pretty Ideas Graphics
862.	Volcom General Supplies
863.	Rexilia Enterprises
864.	Royal Concepts And Ideology Limited
865.	Gridlock Limited
866.	Mid-Atlantic Global Trading &Enterprises
867.	Charles Mungai
868.	Simpart & Signs Ltd
869.	Falcon Services Business Centre
870.	Tazama Digital Studios Limited
871.	Flexifield Enterprises Limited
872.	Flawless Prints
873.	Kentan Links Limited
874.	Rotsnesh
875.	Trinity Business Agencies
876.	Decode Business Solutions Limited
877.	Antera Enterprises And Printers

878.	Flexotech Prints
879.	Cyber Weekly Solutions
880.	Jaytech Designs Enterprises
881.	Bejays Creative Mind Limited
882.	Mascotte Agency Limited
883.	Brandscript Solutions Ltd
884.	Peachy Devine Enterprises
885.	Digital Cyber
886.	Xamoelc Venture Limited
887.	Felan Limited
888.	Xpress Signs And Print
889.	Jaythanix Enterprises Ltd
890.	High Point Enterprises
891.	Print Nomads Limited
892.	Gravuflex Industries Ltd
893.	Jobash Printers.
894.	Vormans Brand
895.	Kenya Poster Directories Limited
896.	Mix Plus Printing Solutions
897.	Crimson Communications Limited
898.	Ginaz Creations
899.	Carlito Enterprises
900.	Colorcode Enterprises
901.	Smart Ech Graphics

902.	Blue Ocean Branding Ltd
903.	Brandz Experts Limited
904.	Vivid Blue Advertising & Marketing Services Limited
905.	Tyjim Company Limited
906.	Chapa Copy Limited
907.	Chapa Copy Limited
908.	Topas Creations Limited
909.	Design Print
910.	Willie Scant Company Limited
911.	Malkia Digitech
912.	Africa Leoprint Limited
913.	Framlec Cyber Services
914.	Pankim Office Supplies Limited
915.	Acquillam Enterprises
916.	Ceekay Office Solutions Limited
917.	Essence Digital Solutions Limited
918.	Deniyet Communications
919.	Neno Publishers Limited
920.	Betapack Labels East Africa
921.	Designs Solutions
922.	Crystal Outdoor & Advertising Co.
923.	Tiglos Ventures Limited
924.	Artcus Printers
925.	Briden Printing And Branding Solutions Limited

926.	Danki Plus Enterprises
927.	Believe Print Shop
928.	Pely Brand Kenya
929.	Miles Graphics Empire
930.	Copycare Technologies
931.	Integra Media Solutons
932.	Desai Technologies
933.	Macstoph Merchants
934.	Jejei Service Systems
935.	Grandson Investments
936.	Eserian Digital Signs K Ltd
937.	Sunking Printers And Enterprises Limited
938.	Lamb General Agencies
939.	Joshua M Munguti
940.	Image Quest Graphics Limited
941.	Willart Productions Limited
942.	Sketches Design Promoters Limited
943.	Hepta Graphics Enterprise
944.	Transformed Coloured Prints
945.	Eazego Cyber Cafe
946.	Sandy Spring Enterprise
947.	Parklane Africa Ltd
948.	Emerging Business Technologies Limited

949.	Oxiom Technologies Limited
950.	Paprint Sales And Services
951.	Graphic Scope Limited
952.	Ease It Solutions Ltd
953.	Ciss Pride Computers
954.	Beta Prints Screen Printers
955.	Faha Graphics Entepries Limited
956.	Llibkatec Limited
957.	Blu Osprey Limited
958.	Accentures Systems Limited
959.	K.J. Graphics Ltd
960.	Toner Masters Enterprises Limited
961.	Cavespire Enterprises
962.	Davimo Investments Printers And Spares
963.	Valliant Enterprises
964.	Refficon Enterprises
965.	Infinite Printer Solution
966.	Appex Ict Solutions
967.	Sys-Link Computers Limited
968.	Wings Flyers
969.	T Shirts House
970.	Jaytech Printer Imports
971.	Odico Limited

972.	Unicolours Epson And Accessories
973.	Capital Screens
974.	2k Stores
975.	Honolulu Signage Materials
976.	Transimage Limited
977.	Agnelli Limited
978.	Signarama Media Limited
979.	Harusi Tunayoo Invitation Prints Kenya
980.	Rieta Investments Limited
981.	Romweka General Supplies
982.	Ekm Supplies
983.	Everlyne Nyambura Githiga
984.	Sydon -Tech Services Limited
985.	Arrow Office Supply Limited
986.	Epitome Office
987.	Visions Copy And Print Technologies
988.	Impryson Technologies
989.	Mfi Document Solutions Limited
990.	Mfi Managed Document Solutions Limited

991.	Fem Tech Enterprise Limited
992.	Mfi Document Solutions Limited
993.	Office Dynamics Limited
994.	Jamak Office Supplier
995.	Hba Tri-Tech
996.	Mfi Document Solutions Limited
997.	Mfi Document Solutions Limited
998.	Centrix Cyber And Computer Training
999.	Advert Plastic Enterprises
1000.	Njoro Screen Printing Shop
1001.	Eleven Twenty Two Enterprises
1002.	Karibu Fabrics
1003.	Color-Ink Company Limited
1004.	Perfect Print Enterprises
1005.	Sky Art Graphics
1006.	Khanfargo Enterprise
1007.	Benwell Enterprises
1008.	Hightech Optical Technologies
1009.	Linker Technology
1010.	Graphica Limited
1011.	Mugisoft Technologies
1012.	Plotune Ventures

1013.	Manatasha Printing Products
1014.	Digital Tech Enterprises
1015.	The Print Exchange Limited
1016.	Four Parts Solutions Limited
1017.	Maxtech Printers
1018.	Dorcas Kalondo Musyoka
1019.	Supa Deals Kenya
1020.	Abby Photocopier Shop
1021.	Mohbrands 3d Signs Limited-G18
1022.	Mohbrands 3d Signs Limited
1023.	Emage Solutions Ltd
1024.	Mohbrands 3d Signs Limited
1025.	Mohbrands 3d Signs Limited
1026.	Mohbrands 3d Signs Limited
1027.	Incredible Signs Limited
1028.	Colour House Services Limited
1029.	Burgundy General Supplies Limited
1030.	Tawi Enterprises
1031.	Kabutech Enterprises Limited

1032.	Emmascho Printers And Stationers
1033.	Aldawe Printers And General Supplies
1034.	Businessman
1035.	Paper Impact Shop No 7
1036.	Lorenzo Enterprise Printing Services
1037.	Quanta Frontier Technologies Ltd
1038.	Aldawe Printers And General Supplies
1039.	Maxona Investments Ltd Shop 203
1040.	Floambani Enterprises Limited
1041.	Maxona Investment Shop No 204
1042.	Moetech Limited
1043.	Cymax Graphics
1044.	Wadbe Enterprise
1045.	Christone Printers
1046.	Munga Graphics
1047.	Paxart Printing Services
1048.	Navictowa Marketing Enterprises
1049.	Alphan Agencies
1050.	Coolprint Kenya
1051.	Uset Printers And Stationers
1052.	Sigma Services
1053.	Kallis Candy Shop

1054.	Rozoma General Enterprises	1077.	Bagmora Supplies Ltd
1055.	Rift Valley Pinnacle Distributors Ltd	1078.	Katangi Printing Works
1056.	Prestek Printing Works	1079.	Montage Real Consult Limited
1057.	Alex Joshua	1080.	Ivona Solutions Limited
1058.	Nevica Solutions Limited	1081.	Mwiriene Investments
1059.	Paulsai Investment	1082.	Affirm Innovation Enterprises
1060.	Double Merit Enterprises	1083.	Mao Landmap Surveys
1061.	Data Comm	1084.	Nisam Edge Limited
1062.	Tri-Tech Consultants	1085.	Brainsurge Enterprises Limited
1063.	Adhe Security Solutions Limited	1086.	Nicholas Serede
1064.	Avid Printers And Stationaries	1087.	Stich Styles Apparels Limited
1065.	Commtouch Interactives Limited	1088.	Adrec Limited
1066.	West Wood Enterprises	1089.	Server Sip Cyber Cafe
1067.	Gradet Enterprises Ltd	1090.	Prographics Limited
1068.	Abutech Ventures	1091.	Kigali Ventures
1069.	Lavi Investment	1092.	Dual Aspects Technologies
1070.	Litho Offsetters Enterprises	1093.	Dual Aspects Technologies
1071.	Laser Quick Printers	1094.	Harmonic Technologies Limited
1072.	Cypress Outlook Agencies	1095.	Harmonic Technologies Limited
1073.	Nexttgen Printers And Supplies Ltd	1096.	Growth Karisma Enterprises
1074.	Pien -Jee Enterprises Limited	1097.	Quality Point Enterprises
1075.	World Media	1098.	Trinity Designs And Print
1076.	Showvine Pictures Studio		

1099.	Santed Enterprises
1100.	Bemsa Data Solution
1101.	Astell Logistics
1102.	Duka Loco
1103.	Wanju Classic Slutins
1104.	Dreamteam Creative Limited
1105.	Kambwe International Limited
1106.	Climax Cyber Cafe

1107.	Euro Graphics
1108.	Ptech Online Business Venture
1109.	E-Mwalimu Application
1110.	Hebatullah Brothers Limited
1111.	Deadline Graphics Media
1112.	Sifabrand Innovation
1113.	Med-Info Consultants Limited



# Appendix V – NACOSTI PERMIT

REPUBLIC OF KENYA  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 652745  
Date of Issue: 22/November/2024

### RESEARCH LICENSE




This is to Certify that Ms., Viviane Akoth Oduor of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECT OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF PRINTING FIRMS IN NAIROBI, KENYA for the period ending : 22/November/2025.

License No: NACOSTI/P/24/42312

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Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

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  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
  - vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
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15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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