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**THE EFFECT OF CORPORATE CULTURE ON ORGANIZATIONAL  
PERFORMANCE: A CASE OF BASECAMP EXPLORER KENYA**



**GERISHEN KATIENO**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER'S IN BUSINESS  
ADMINISTRATION AT STRATHMORE BUSINESS SCHOOL,  
STRATHMORE UNIVERSITY, NAIROBI, KENYA**

**MAY 2025**

## DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge and belief, the proposal contains no material previously published or written by another person except where due reference is made in the proposal itself.

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November 2025

Approval

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## ABSTRACT

The study explored how organizational culture affects performance following a corporate merger, using Basecamp Explorer - a tourism company formed from the merger of Basecamp Explorer Kenya and Old Boma Ltd - as the case study. The research was anchored in the Competing Values Framework (CVF) and the Balanced Scorecard (BSC), offering a comprehensive model for analyzing both culture and performance. The study sought to: (1) assess the impact of Clan Culture on performance; (2) explore how Adhocracy Culture influences outcomes; (3) evaluate the role of Market Culture; and (4) examine the effects of Hierarchical Culture. A quantitative methodology was adopted, with data collected through structured questionnaires completed by 152 employees from diverse departments and roles at Basecamp Explorer. Descriptive statistics were used to outline respondent characteristics and summarize the cultural dimensions, while regression analysis examined the relationships between different culture types and organizational performance. The analysis showed that Clan and Adhocracy Cultures significantly contributed to enhanced collaboration, innovation, and customer satisfaction. Market Culture was strongly associated with achieving goals and maintaining a competitive edge. Conversely, Hierarchical Culture promoted order and control but was seen as restricting adaptability and creativity. The findings offer strategic insights for Basecamp Explorer and similar firms undergoing post-merger transitions, emphasizing the value of fostering team-oriented, innovative, and performance-driven cultures to boost success.

**Keywords:** Organizational Culture, Organizational Performance, Competing Values Framework, Balanced Scorecard, Post-Merger Integration, Tourism Industry, Kenya.



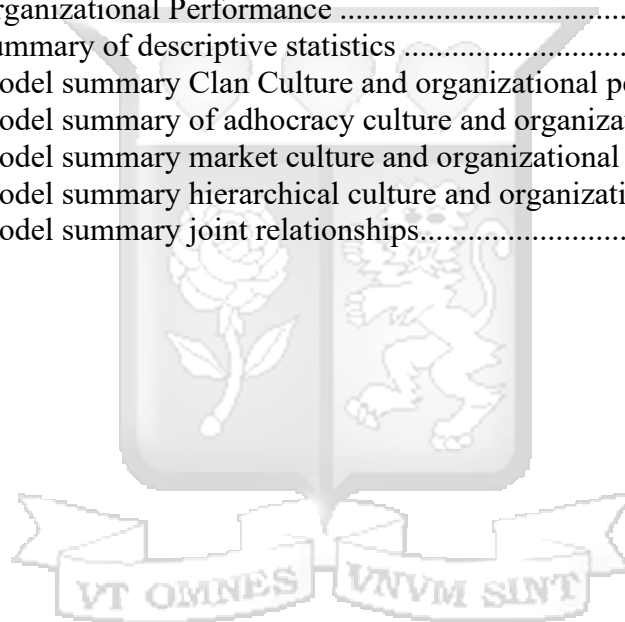
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## ACRONYMS

BSC –	Balanced Scorecard
CVF –	Competing Values Framework
M&A –	Mergers and Acquisitions
NACOSTI –	National Commission for Science, Technology and Innovation
OLS –	Ordinary Least Squares
RBV –	Resource-Based View
CSR –	Corporate Social Responsibility
HRM –	Human Resource Management
KPI –	Key Performance Indicator
SPSS –	Statistical Package for the Social Sciences
SMEs –	Small and Medium Enterprises
BOMAS –	Basecamp Explorer Kenya and Old Boma Ltd
REITs –	Real Estate Investment Trusts
SAJBS –	South Asian Journal of Business Studies
BIRCI –	Budapest International Research and Critics Institute
UNWTO –	United Nations World Tourism Organization



## DEFINITION OF TERMS

**Organizational Culture** – The shared values, norms, and beliefs that shape how employees interact, behave, and work within an organization (Schein, 2010).

**Clan Culture** – A supportive and community-oriented workplace environment that focuses on mentorship, collaboration, active employee participation, and a strong dedication to staff growth and development (Cameron & Quinn, 2011).

**Adhocracy Culture** – A dynamic and innovative culture that values creativity, adaptability, entrepreneurial behavior, and risk-taking to drive change and growth (Cameron & Quinn, 2011).

**Market Culture** – A results-oriented culture that prioritizes competitiveness, productivity, and goal achievement with a strong external focus on market success (Cameron & Quinn, 2011).

**Hierarchy Culture** – A structured and controlled culture characterized by formalized rules, clear procedures, efficiency, and stability to ensure consistency and performance (Cameron & Quinn, 2011).

**Organizational Performance** – The extent to which an organization achieves its strategic objectives, often evaluated through financial performance, customer satisfaction, internal efficiency, and employee development (Richard, Devinney, Yip, & Johnson, 2009).

**Mergers and Acquisitions (M&A)** – The strategic process by which two or more organizations consolidate their operations to realize competitive advantages such as market growth, cost efficiency, and improved capabilities (Cartwright & Schoenberg, 2006).

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The global tourism sector has consistently played a vital role in driving national economic growth and socio-economic progress, showing steady expansion and resilience in the face of changing geopolitical and economic conditions (UNWTO, 2023; WTTC, 2024). Its dynamic nature and increasing competitiveness necessitate organizations within this sector continually seek avenues to enhance efficiency, innovation, and overall organizational performance. Effective management practices, including strategic human resource management, operational optimization, and robust financial stewardship, have been identified as crucial drivers of sustained success in this competitive landscape (Smith & Jones, 2022; Brown, 2023).

Central to achieving and sustaining high performance is the often intangible yet powerful element of organizational culture (Cameron & Quinn, 2011; Denison, 1990). Organizational culture shapes employee behaviour, influences decision-making processes, and impacts an organization's adaptability to external changes, making it a critical determinant of long-term viability (Kotter & Heskett, 1992). The complexity of managing organizational culture becomes particularly pronounced during significant organizational transformations, such as mergers and acquisitions. These events often bring together disparate cultural elements, creating both opportunities for synergistic growth and potential challenges related to integration, employee morale, and operational cohesion (Marks & Mirvis, 2011; Cartwright & Cooper, 1993).

In the East African context, and specifically within Kenya, the tourism sector remains a cornerstone of the economy, attracting considerable investment and fostering job creation (Kenya National Bureau of Statistics, 2023). Local tourism enterprises face unique environmental factors, including evolving market demands, digital transformation imperatives, and specific socio-political considerations, all of which underscore the need for resilient organizational structures and adaptive

cultures (Onyango & Kimani, 2021). Against this backdrop, the ability of tourism organizations to effectively integrate and leverage their cultural assets post-merger is paramount for navigating market complexities and ensuring sustained competitive advantage.

### **1.1.1 Organizational Culture**

Geert Hofstede's Cultural Dimensions Theory, as elaborated in his various works, offers a comprehensive framework for understanding cultural differences in organizational settings. This model identifies six key dimensions that reflect a society's or organization's cultural values. These dimensions are subsequently elaborated upon.

Schein's (2010) model of organizational culture, as detailed in his 2010 work, provides a multi-layered understanding of the dynamics within organizations. Schein's model outlines three layers of organizational culture: Artifacts, Espoused Values, and Basic Underlying Assumptions. Artifacts refer to the observable and physical aspects of an organization, including elements like office design, dress standards, and employee conduct.. Artifacts are the most accessible level but can be challenging to interpret accurately without deeper understanding (Schein, 2010). The second layer, espoused values, represents the explicitly stated values and norms found within an organization. They are often identified through mission statements, codes of conduct, and other formal documents. Espoused values can sometimes conflict with observable behavior, indicating a disparity between what an organization claims to value and what it practices. Finally, the third layer, basic underlying assumptions, the deepest level of culture, encompassing the unconscious, taken-for-granted beliefs and values that truly drive an organization. These assumptions form over time and become so ingrained that they are often unquestioned. Understanding these underlying assumptions is key to fully grasping an organization's culture.

In the realm of organizational culture, the Organizational Culture Assessment Instrument (OCAI), as conceptualized by Cameron and Quinn (2006), plays a pivotal role in categorizing and understanding organizational dynamics. The OCAI outlines four distinct culture types: Clan, Adhocracy, Market, and Hierarchy, each with

unique attributes. Clan Culture is akin to a familial environment, where teamwork and collaboration are emphasized, and leadership takes on a mentorship role. Adhocracy Culture, on the other hand, champions innovation and risk-taking, with leadership that is visionary and entrepreneurial. Market Culture is characterized by its competitive nature, with a results-oriented leadership focused on achieving market success. Hierarchy Culture is characterized by a formal and regulated setting, where leadership focuses on oversight and coordination, with a strong emphasis on consistency, operational efficiency, and dependability.

The Competing Values Framework (CVF), developed by Cameron and Quinn (2011), has been widely recognized and applied in numerous studies for analyzing organizational culture and its impact on performance. For example, Chuang et al. (2012) utilized the CVF to examine how clan culture influenced innovation and strategic orientations in Chinese marketing ventures, while Naranjo-Valencia et al. (2019) explored the relationship between adhocracy culture and innovation within Spanish manufacturing firms, demonstrating the model's adaptability to diverse contexts. Similarly, Yesil and Kaya (2013) applied the CVF to investigate the influence of hierarchical culture on financial performance in Turkey, highlighting its relevance in linking cultural dimensions to financial outcomes. In Kenya, Joseph and Kibera (2019) used the framework to illustrate how clan and adhocracy cultures positively correlated with organizational performance in the microfinance sector, underscoring its utility in different geographical and sectoral settings. Nazarian et al. (2017) further employed the CVF in the hospitality industry in London to assess the balance between national and organizational cultures, showcasing its universal applicability.

This dissertation based its understanding of organizational culture mainly on Cameron and Quinn's (2011) Competing Values Framework (CVF). According to the CVF, organizational culture can be categorized into four main types - Clan, Adhocracy, Market, and Hierarchy - each embodying unique values and behavioral traits. This framework was selected due to its comprehensive yet pragmatic approach to classifying cultural orientations, which allowed for a nuanced examination of the various cultural dimensions present within Basecamp Explorer. Furthermore, CVF's utility in assessing cultural dynamics during periods of significant organizational

change, such as post-merger integration, made it particularly relevant for operationalizing the organizational culture variable in this study.

### **1.1.2 Organizational Performance**

Organizational performance describes the extent to which an organization successfully achieves its set goals and objectives, encompassing both strategic initiatives and day-to-day operations. It is a broad concept that can be analyzed through various models, each highlighting different organizational priorities and dynamics. Richard, Devinney, Yip, and Johnson (2009) define it as an organization's capacity to meet its desired outcomes.

One well-known method for assessing performance is the Balanced Scorecard (BSC), a strategic framework that combines traditional financial indicators with non-financial metrics. This framework assesses performance across four key dimensions: financial, customer, internal processes, and learning and growth. Financial metrics typically involve tracking profits and revenue patterns, while the customer perspective evaluates satisfaction and loyalty. Internal processes emphasize efficiency and workflow quality, and the learning and growth aspect considers employee development and the organization's overall capacity for improvement. The BSC is particularly effective in analyzing the influence of organizational culture on performance, especially during complex transitions like mergers and acquisitions (Kaplan & Norton, 1996).

Proposed by John Elkington in 1994, the Triple Bottom Line (TBL) framework expands the concept of performance beyond financial gains to include social and environmental responsibilities. The three dimensions – economic, social, and environmental (also known as profit, people, and planet) – provide a holistic approach to assessing an organization's overall impact. This model is especially pertinent for organizations committed to sustainability and corporate social responsibility (Elkington, 1994).

The RBV of the firm suggests that organizational performance can be viewed through the lens of internal resources and capabilities. This perspective emphasizes the organization's ability to leverage both its physical and non-physical resources

efficiently in order to gain a competitive edge and attain high levels of performance (Barney, 1991).

Given these diverse perspectives, the Balanced Scorecard (BSC) is chosen as the primary approach to measure organizational performance in the context of Basecamp Explorer Kenya. The BSC's comprehensive and balanced approach aligns well with the multifaceted nature of performance. It not only considers the financial outcomes crucial for gauging the economic success of the acquisition but also emphasizes the importance of customer satisfaction, internal process efficiency, and employee development. These aspects are crucial in the hospitality sector and particularly relevant in the context of acquisitions, where cultural alignment and the integration of business processes are essential for success.

The Balanced Scorecard (BSC) model, which integrates both financial and non-financial indicators, is well-suited for capturing the complex influence of organizational culture in a given context (Kaplan & Norton, 1996). From a financial perspective, the model evaluates the financial performance of Basecamp Explorer Kenya, focusing on metrics like revenue growth and profitability, crucial for gauging the acquisition's economic success. The customer perspective then shifts the focus to client-related outcomes, such as satisfaction and retention - key indicators in the hospitality sector. This aspect assesses how the merged entity's culture influences customer perceptions and loyalty, a vital performance aspect for Basecamp Explorer Kenya.

Internally, the model examines business processes, assessing operational efficiency and quality, which are indicative of how well the merged entities have integrated. In this context, the efficiency of service delivery and employee productivity are critical measures. The learning and growth dimension focuses on the human element, examining areas such as employee development and the organization's cultural environment. This is particularly significant in acquisitions, where cultural alignment and employee morale are fundamental to successful integration.

In operationalizing performance for Basecamp Explorer Kenya, the BSC model's constructs and sub-constructs provide a balanced approach, combining traditional

financial metrics with crucial non-financial aspects such as customer satisfaction and internal process efficiency (Kaplan & Norton, 1996). This holistic approach is essential for comprehensively understanding the influence of organizational culture on performance.

### **1.1.3 Basecamp Explorer**

The acquisition of Old Boma Ltd by Basecamp Explorer Kenya Ltd, culminated in the formation of Saruni Basecamp. This strategic alliance was informed by a shared commitment to conservation, community upliftment, and the desire to consolidate market presence within the iconic Mara region, aiming to dominate and create a lasting impact (Basecamp Explorer Kenya Company Profile, 2024; Company Background, 2024; Basecamp Explorer Group, 2024).

Before the acquisition, Basecamp Explorer Kenya Ltd and Old Boma Ltd (Saruni Lodges) were two prominent entities within Kenya's tourism sector, each with a strong commitment to conservation and community development. Basecamp Explorer, known for its eco-friendly safari camps, and Old Boma, celebrated for its luxury lodges, brought together unique strengths and shared values that made the acquisition a strategic move to enhance their market presence and conservation efforts in the Mara region.

Basecamp Explorer, now a beacon of sustainable tourism, operates 12 pioneering safari lodges and camps across Kenya's most critical conservancies, from Samburu to the Masai Mara (Saruni-Basecamp Company Portfolio Presentation, 2024). This acquisition has not only expanded the market share but also enhanced brand stability, bringing together a wealth of unique skill sets and talents under a robust five-year business strategy. The integration has led to a new organizational structure, targeting reaching and support a significant portion of the local population out of the 350 employees, with an aim to sample 120 for in-depth study.

The resulting entity, Basecamp Explorer, now stands as a testament to the power of shared vision in the competitive tourism market. The organizational structure acquisition includes about 350 employees categorized across various levels, including 6 Senior Managers in the C-Suite (CEO, CHRO, COO, CMO, CSO, and

CCO), 12 Camp Managers, 12 Assistant Camp Managers, and a broad array of Associates. This diverse team supports the operations of 12 camps and lodges, reflecting the company's expanded capabilities and increased market share.

The acquisition was driven by the synergy of shared values and the strategic imperative to leverage collective inventories for greater dominance in the region., Basecamp Explorer has seen new market segments emerge, with the consolidation leading to increased revenues through economies of scale and a more diverse talent pool (Basecamp Explorer Kenya Company Profile, 2024; Company Background; Basecamp Explorer Group, 2024; Saruni-Basecamp Company Portfolio Presentation, 2024). However, navigating the landscape poses unique challenges, particularly in harmonizing the organizational cultures of the merged entities and aligning them towards the newly established goals and visions. This study seeks to explore the dynamics of these cultural integrations and their impact on organizational performance within the context of Basecamp Explorer, offering insights into the strategies that have propelled the organization towards achieving greater market share, brand visibility, and a sustainable competitive edge in the tourism industry.

### **1.3 Problem Statement**

The relationship between organizational culture and performance has been a subject of growing scholarly interest globally, particularly in the context of mergers and acquisitions (M&As). Research has consistently demonstrated that the success or failure of M&A initiatives is often less about financial strategy and more about cultural integration and alignment (Alvehus & Spicer, 2022; Bauer & Matzler, 2014). However, despite this recognition, the conceptualization and operationalization of organizational culture in performance research remain inconsistent. Scholars have debated the most appropriate models to use, leading to fragmented understanding and limited consensus across studies (Cameron & Quinn, 2011; Hartnell et al., 2022).

Regionally, studies across Sub-Saharan Africa have begun to explore the influence of organizational culture on firm outcomes, but the focus has largely been on manufacturing and public-sector organizations, with limited attention paid to service-

oriented sectors such as tourism (Oboreh, 2020; Gasela, 2022). Even fewer studies have examined how specific culture types - such as those defined in the Competing Values Framework (CVF) - influence post-merger organizational performance. This is particularly significant given the increasing trend of consolidations in Africa's service sectors, often driven by strategic partnerships and foreign investment.

Locally, in Kenya, the tourism industry remains a cornerstone of economic development, yet empirical evidence on how organizational culture impacts post-acquisition performance in this sector is scarce. Existing research has often been limited to either cross-sectional surveys or qualitative narratives that lack depth and generalizability (Joseph & Kibera, 2019; Nyambane, 2022). Moreover, these studies rarely integrate multidimensional performance models such as the Balanced Scorecard (BSC), nor do they explore the synergetic effect of culture types in a consolidated firm. This presents a clear contextual and methodological gap, especially considering the complex integration challenges following mergers in tourism organizations.

#### **1.4 Research Objectives**

The primary aim of this study was to examine how corporate culture influences organizational performance, using Basecamp Explorer Kenya as a case study.

##### **1.4.1 Specific Research Objectives**

###### **I. 4.1 Specific Research Objectives**

The specific objectives were as follows:

- i. To assess how clan culture impacts the organizational performance of Basecamp Explorer Kenya.
- ii. To evaluate the effect of adhocracy culture on the organizational performance of Basecamp Explorer Kenya.
- iii. To analyze how market culture influences the organizational performance of Basecamp Explorer Kenya.
- iv. To examine the impact of hierarchy culture on the organizational performance of Basecamp Explorer Kenya.

The research questions forthcoming from the objectives were as follows:

- i. What is the influence of clan culture on the organizational performance of Basecamp Explorer Kenya?
- ii. What is the influence of adhocracy culture on the organizational performance of Basecamp Explorer Kenya?
- iii. What is the influence of market culture on the organizational performance of Basecamp Explorer Kenya?
- iv. What is the influence of hierarchy culture on the organizational performance of Basecamp Explorer Kenya?

### **1.6 Scope of the study**

This study was conducted to examine the influence of organizational culture on organizational performance at Basecamp Explorer Kenya Ltd, following its acquisition of Old Boma Ltd. The study focused specifically on the operational environment of Basecamp Explorer within Kenya, targeting all twelve safari lodges and camps spread across the Masai Mara and Samburu regions. These locations were selected to ensure a comprehensive understanding of the cultural dynamics and performance outcomes across the organization.

The research was carried out over a three-month period, from November 2024 to January 2025. This time frame was considered appropriate for capturing relevant data reflecting the state of the organization after the initial stages of post-merger integration. It also allowed for adequate time to collect, analyze, and interpret the data.

Population for the study was 366 employees working across the twelve Basecamp Explorer lodges. These individuals represented a diverse range of functional departments, including management, operations, finance, customer service, human

resources, maintenance, and security. From this population, purposive sampling allowed for arrival at a sample of 188 respondents. This approach prioritized employees who had experienced both the pre- and post-merger phases and those in departments closely linked to organizational culture and performance measurement.

The research adopted a quantitative methodology and was guided by a positivist research philosophy. A descriptive cross-sectional survey design was used to capture a snapshot of organizational realities for the period in question. Collection of data was achieved using a structured questionnaire composed of closed-ended items measured on a five-point Likert scale. This instrument was designed to assess employee perceptions of organizational culture and performance.

Organizational culture was assessed through the Competing Values Framework (CVF) by Cameron and Quinn (2011), which categorizes culture into four distinct types: Clan, Adhocracy, Market, and Hierarchy. Organizational performance, on the other hand, was assessed using the Balanced Scorecard (BSC) model developed by Kaplan and Norton (1996), which evaluates performance across four dimensions: financial outcomes, customer satisfaction, internal business processes, and learning and growth.

### **1.7 Significance of The Study**

The significance of the study is considered in light of policy makers, industry players, and scholars. The findings of the study provide valuable insights for policy makers, particularly in the context of M&A regulatory frameworks and organizational culture policies. By understanding the interplay between organizational culture and post-M&A performance, policy makers can better appreciate the nuances of corporate integrations. This knowledge is crucial for developing regulations and policies that support healthy, productive organizational cultures, especially in the dynamic tourism sector. The study's outcomes can guide policy decisions that balance the need for cultural integration with the economic and strategic objectives of M&As.

For industry players, especially within the tourism and hospitality sector, the study offers crucial insights into how organizational culture impacts performance after acquisitions. These findings enable companies to optimize their strategies for cultural integration, enhancing competitiveness and operational efficiency post-M&A. The study also sheds light on the need for effective cultural alignment during M&As, providing a roadmap for managing cultural integration to maximize performance outcomes. This is particularly valuable for companies contemplating or undergoing acquisitions.

For scholars, this study contributes to the ongoing academic discourse on the relationship between organizational culture and performance in the context of acquisitions. It tests and extends existing theories, like the Balanced Scorecard (BSC) and the Competing Values Framework, within the Kenyan context, a relatively under-researched area. By exploring the applicability of these theories in a specific geographical and industry context, the study enriches the academic literature with contextualized insights. It also opens new avenues for research on the nuanced impacts of organizational culture in M&As, encouraging further exploration of this critical subject in different industries and regions.

### **1.8 Chapter Summary**

Chapter 1 introduced the study, focusing on the relationship between corporate culture and organizational performance in the context of mergers and acquisitions (M&As), with a specific focus on Basecamp Explorer Kenya. It highlights the critical role of cultural integration in achieving organizational success, particularly in Kenya's dynamic service sector, while addressing research gaps in understanding how specific cultural types, Clan, Adhocracy, Market, and Hierarchy, impact performance metrics such as financial outcomes, customer satisfaction, and operational efficiency. The chapter justifies the study's relevance by emphasizing the fragmented nature of existing research in Kenya and Africa, articulates clear objectives and research questions, and defines the study's scope, targeting employees across various organizational levels. Ultimately, it positions the study as a valuable contribution to scholarship, industry practice, and policymaking, providing insights for successful cultural integration post-acquisition.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter laid the foundation for examining the relationship between organizational culture and performance in mergers and acquisitions (M&As), focusing on the Competing Values Framework and the Balanced Scorecard as theoretical underpinnings. It reviews empirical studies on Clan, Adhocracy, Market, and Hierarchy cultures, highlighting gaps in the Kenyan service sector, particularly post-acquisition. The conceptual framework illustrates hypothesized relationships between cultural dimensions and performance metrics, while the operationalization of variables ensures clarity in measurement. This provides a structured basis for understanding how corporate culture influences organizational performance at Basecamp Explorer Kenya.

#### **2.2 Theoretical Foundation of the Study**

This study is grounded in two key theoretical frameworks: the Competing Values Framework (CVF) and the Balanced Scorecard (BSC). Each theory plays a distinct role in shaping the study's conceptual and analytical approach. The Competing Values Framework, developed by Cameron and Quinn (2011), serves as the anchoring theory of the study. It provides the primary conceptual lens for understanding organizational culture by categorizing it into four types - Clan, Adhocracy, Market, and Hierarchy. This model is central to the operationalization of the independent variable (organizational culture) and underpins the core hypothesis of the research regarding how culture influences organizational performance.

The Balanced Scorecard, introduced by Kaplan and Norton (1996), functions as the supporting theory. It informs the measurement and interpretation of the dependent variable (organizational performance) by offering a multi-dimensional evaluation framework. The BSC captures both financial and non-financial performance

indicators, making it particularly suitable for assessing the complex performance outcomes associated with cultural integration in a post-merger environment.

Together, these two frameworks form a coherent theoretical foundation for the study. The CVF enables a structured analysis of cultural types within Basecamp Explorer Kenya, while the BSC ensures that performance is measured holistically across strategic, operational, and human capital dimensions.

### **2.2.1 Competing Values Framework**

The Competing Values Framework (CVF) serves as the anchoring theory of this study, providing the central conceptual structure for understanding and categorizing organizational culture. Originally developed by Quinn and Rohrbaugh in the early 1980s through empirical research into organizational effectiveness, the CVF was later refined and popularized into a widely used diagnostic model for assessing organizational culture (Cameron & Quinn, 2011). The framework is particularly notable for its dual-axis structure, which juxtaposes flexibility versus stability on one axis and internal versus external orientation on the other. These axes generate four dominant types of organizational culture.

Each culture type reflects a distinctive set of values, leadership styles, and operational priorities. Clan culture emphasizes a family-like workplace where collaboration, mentoring, and loyalty prevail. Adhocracy culture values innovation, creativity, and adaptability, often thriving in dynamic environments. Market culture is externally focused and competitive, prioritizing productivity, results, and customer orientation. Hierarchy culture, in contrast, is internally focused and control-oriented, characterized by structured processes, rules, and formal procedures.

In the context of this study, the CVF is used to operationalize the independent variable - organizational culture - by categorizing the dominant traits present within Basecamp Explorer Kenya following its acquisition of Old Boma Ltd. The model's relevance to post-merger environments is well established in academic literature, where it has been applied to assess cultural integration, strategic alignment, and performance outcomes (Cameron & Quinn, 2011; Hartnell, Ou, & Kinicki, 2011). Its

empirical robustness and adaptability across industries and regions make it particularly suitable for analyzing complex cultural dynamics in transitional contexts.

Moreover, the CVF is recognized for its diagnostic utility, offering not just a classification of cultural types but also a framework for understanding the competing demands organizations must balance to remain effective. This theoretical foundation provides a critical lens through which to examine how cultural configurations - especially in a post-acquisition setting - can either support or hinder organizational performance. In this study, the framework facilitates the analysis of how each culture type influences specific dimensions of performance as measured through the Balanced Scorecard.

### **2.2.2 The Balanced Scorecard**

developed in 1996, is a strategic management tool that evaluates organizational performance by integrating both financial and non-financial metrics across four key areas: financial outcomes, customer satisfaction, internal processes, and learning and growth (Kaplan & Norton, 1996). Initially conceived as a tool to improve financial reporting by including non-financial performance indicators, the BSC has evolved into a comprehensive strategic management system. It emphasizes the need for organizations to balance short-term financial goals with long-term value creation by monitoring performance across four key dimensions: financial outcomes, customer satisfaction, internal business processes, and learning and growth (Kaplan & Norton, 1996).

This multi-perspective approach addresses the limitations of traditional performance measurement systems, which often overlook intangible assets such as employee development, innovation capacity, and customer relationships. The Balanced Scorecard enables organizations to align day-to-day operations with long-term strategic objectives and is especially effective in environments experiencing structural or strategic change, such as mergers and acquisitions (Kaplan & Norton, 2004). In such contexts, where cultural integration and strategic coherence are often challenged, the BSC provides a valuable framework for evaluating both tangible and intangible performance indicators.

In the present study, the BSC is employed to define and measure the dependent variable - organizational performance - at Basecamp Explorer Kenya. The model's four dimensions were adapted to capture how post-merger cultural dynamics affected critical outcomes. For instance, financial performance was evaluated in terms of profitability and revenue growth; customer satisfaction was assessed through service quality and retention metrics; internal processes focused on efficiency and coordination, while learning and growth considered staff development and cultural adaptability.

The literature strongly supports the use of the BSC in service-oriented sectors, particularly tourism and hospitality, where performance is influenced not only by operational efficiencies but also by employee engagement and customer experiences (Ahn, 2001; Nørreklit, 2000). In merging this framework with the CVF, the study ensures a comprehensive examination of how organizational culture affects a broad spectrum of performance indicators. This integration allows for a nuanced analysis that goes beyond financial metrics to include the behavioral, relational, and structural components of organizational success.

By leveraging the Balanced Scorecard as a supporting theory, the study is able to quantify performance in a way that complements the qualitative insights derived from the Competing Values Framework. This combination of theories ensures methodological coherence and theoretical rigor in exploring the link between organizational culture and performance in a complex, post-acquisition environment.

## **2.3 Empirical Review**

This section focuses on extant findings in relation to the objectives of the study and is therefore segmented as such. The closing sections highlight the gaps, conception relation of variables and operationalize the same.

### **2.3.1 Clan Culture and Organizational Performance**

Clan culture reflects an environment similar to a close-knit family or community, where traditions, loyalty, and personal dedication are highly valued. This cultural

type places strong emphasis on teamwork, employee involvement, and collective decision-making. Its main strength lies in creating a positive and supportive workplace atmosphere that encourages collaboration and mutual respect among staff. Such an environment can significantly boost employee satisfaction and engagement levels (Cameron & Quinn, 2011).

In their seminal work, Cameron and Quinn (2011) emphasize the critical impact of organizational culture on performance, using the Competing Values Framework (CVF) as a foundational model. This framework outlines four primary culture types - Clan, Adhocracy, Market, and Hierarchy - each characterized by distinct values and behavioral patterns. This framework serves as a critical tool for analyzing how cultural characteristics shape organizational effectiveness. While the CVF offers valuable insights into global organizational dynamics, some critics argue that it may oversimplify the complexity and changing nature of culture, particularly in rapidly evolving situations like mergers and acquisitions. This study addresses such concerns by analyzing organizational culture not as fixed categories but as combinations of sub-elements drawn from the four main cultural types outlined by Cameron and Quinn (2011).

Chuang et al., (2012) emphasize the significant role clan culture plays in enhancing new product performance within Chinese marketing ventures. Their findings illustrate that a strategic orientation towards market learning and innovation, when aligned with clan culture, propels product success. This study, employing a quantitative approach through survey data and structural equation modeling, identifies the direct impact of clan culture on facilitating strategic orientations conducive to innovation (Chuang et al., 2012). This perspective is critical in understanding the interplay between organizational culture and strategic management within the context of Asian business environments.

Parallely et al., (2021) delve into the dynamics within Chinese private-owned enterprises, highlighting how clan culture positively influences business performance through mechanisms like trust and commitment. By integrating qualitative and quantitative data within a case study approach, this research offers insights into the internal workings of clan culture and its translation into performance outcomes. The

comparative analysis of these two studies showcases the foundational role of clan culture in fostering a conducive environment for business success, with Xiong et al. (2021) providing a deeper dive into the mechanisms that facilitate this effect.

Transitioning to the African context, Fatoki (2019) expands the understanding of clan culture's impact by linking it with environmental performance among South African hospitality firms. Utilizing regression analysis on survey data, Fatoki (2019) demonstrates that organizational culture, including clan aspects, extends its influence beyond financial performance to encompass sustainability efforts. This broadening of perspective contrasts with the more financially focused findings of Yesil & Kaya (2013), highlighting the versatility of clan culture's impact across different performance dimensions.

Supporting the positive role of clan culture in the African context, Aketch et al. (2017) examined how organizational culture affects the performance of SMEs in Uganda's hotel industry. Through in-depth case studies and interviews, this research provides qualitative insights, emphasizing that a strong clan culture enhances operational outcomes. This study aligns with Fatoki's (2019) findings, reinforcing the positive implications of clan culture across different sectors within the African business landscape.

In Kenya, Joseph & Kibera (2019) explore the relationship between organizational culture and performance in the microfinance sector, finding that clan and adhocracy cultures positively correlate with organizational performance. This study, employing a survey-based quantitative approach, contributes uniquely to the discourse by exploring the cultural-performance linkage within the financial sector, a perspective not widely covered in other geographical contexts. Collectively, these studies across diverse geographical settings underscore the pivotal role of clan culture in enhancing organizational performance, with each study contributing unique insights into how this cultural dimension interacts with various organizational outcomes. From fostering innovation and strategic orientation in Asian business contexts (Chuang et al., 2021) to influencing environmental performance and SME success in Africa (Fatoki, 2019; Aketch et al., 2017) and supporting performance in Kenya's financial

sector (Joseph& Kibera, 2019), clan culture emerges as a fundamental driver of organizational success.

### **2.3.2 Adhocracy Culture and Organizational Performance**

Adhocracy Culture is defined by its focus on innovation, adaptability, and a readiness to embrace risk. Organizations with this culture are typically dynamic and entrepreneurial, frequently engaging in experimentation and pursuing novel ideas. This type of culture values creativity and is oriented towards future possibilities, making it prevalent in industries that require rapid innovation such as technology and creative sectors. Adhocracy culture supports a mindset that encourages breakthroughs and entrepreneurship, which are crucial for fostering innovation and staying competitive (Cameron & Quinn, 2011).

The influence of adhocracy culture on organizational performance has been a subject of interest across various studies, revealing its impact on innovation, flexibility, and strategic success within organizations globally. This literature review organizes insights from these studies across international, African, and Kenyan contexts, providing a comprehensive look at how adhocracy culture contributes to organizational outcomes.

A study by researchers from Mercu Buana University (2017) investigated the impact of organizational culture on employee performance. The findings showed a positive relationship, indicating that certain cultural attributes can significantly enhance both productivity and job satisfaction. Although the research offers meaningful insights within the context of an Indonesian academic institution, its findings may not be universally applicable. Caution is advised when applying these conclusions to different sectors or geographical areas. This study aims to explore whether similar patterns can be observed within the Kenyan context, with a particular focus on Basecamp Explorers.

On an international scale, Naranjo-Valencia et al. (2019) found that an adhocracy culture is strongly linked to innovation within Spanish manufacturing firms. Their empirical analysis shows that this type of culture creates a supportive environment

for creativity and experimentation, which in turn contributes to improved organizational outcomes. The significance of this finding lies in the way adhocracy culture encourages innovative practices, positioning it as a critical factor in driving organizational success (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2019).

Similarly, Ozcan and Ozturk (2020) underline the positive impact of adhocracy culture on employee performance within the Turkish banking industry, emphasizing the culture's role in encouraging flexibility and innovation. This study expands the discourse by integrating the influence of leadership styles alongside organizational culture, providing a broader view of the dynamics at play in enhancing organizational performance (Ozcan & Ozturk, 2020).

In the African Context, Oboreh (2020) finds that adhocracy culture significantly influences firm performance in multinational companies in South-South Nigeria. This mixed-methods research underscores the importance of organizational culture, including adhocracy, in achieving a competitive advantage, stressing the contextual challenges and opportunities within the African business environment (Oboreh, 2020).

Turning to the Kenyan Context, Misigo, Were, and Odhiambo (2019) report that adhocracy culture positively influences the performance of public water companies in Kenya. The study, employing a quantitative approach, suggests that flexibility, innovation, and readiness to embrace change contribute to improved organizational outcomes, offering unique insights into the role of adhocracy in traditionally less flexible public sector environments (Misigo, Were, & Odhiambo, 2019).

Further emphasizing adhocracy culture's benefits, Njagi, Ngugi Kamau, and Muraguri (2020) highlight its positive effects on strategy implementation within professional bodies in Kenya. The survey-based study illustrates how adhocracy culture influences organizational effectiveness and strategic success, reinforcing the idea that such a culture is beneficial across different sectors and types of organizations (Njagi, Ngugi Kamau, & Muraguri, 2020).

Together, these studies provide a multifaceted view of adhocracy culture's impact on organizational performance. From fostering innovation and strategic orientation in

international contexts to enhancing competitive advantage and strategy implementation in African and specifically Kenyan settings, adhocracy culture emerges as a key driver of organizational success across different industries and geographical regions.

### **2.3.3 Market Culture and Organizational Performance**

Market culture is one of the four dominant cultural types identified within the Competing Values Framework (CVF) and is defined by its focus on competitiveness, goal achievement, and productivity. Organizations characterized by market culture tend to emphasize external orientation and control. They are often performance-driven, with leaders and employees alike expected to meet rigorous targets, respond aggressively to market conditions, and prioritize profitability, market share, and customer acquisition (Cameron & Quinn, 2011). In such environments, success is defined in terms of measurable outcomes, with rewards typically tied to performance metrics.

Unlike clan or adhocracy cultures, which emphasize internal cohesion or innovation, market culture is task-oriented and thrives in competitive industries where rapid response to consumer demands and market positioning is critical. As such, it is especially common in private-sector organizations operating under strong market pressures, including financial institutions, retail businesses, and increasingly, service industries like tourism and hospitality.

The link between market culture and organizational performance has been well documented in empirical literature across various sectors and geographic contexts. Nazarian, Atkinson, and Foroudi (2017) conducted a detailed study on the hospitality industry in London, revealing that market culture significantly contributed to the financial and customer-related performance of hotels. Their study, which utilized a structured questionnaire and statistical modeling, found that market-oriented hotels achieved better customer satisfaction scores and higher revenue margins. This study underscored how competitive positioning and external accountability mechanisms - hallmarks of market culture - can enhance performance in customer-facing service industries.

In a related study within the Spanish hospitality sector, González-Rodríguez et al. (2019) explored how corporate social responsibility (CSR) practices interact with organizational culture types, including market culture. Their findings revealed that hotels exhibiting strong market-oriented values were more likely to implement CSR strategies effectively and that this synergy significantly enhanced organizational reputation and long-term performance. By integrating competitiveness with social responsibility, organizations were better positioned to meet stakeholder expectations while sustaining profitability.

Research from other sectors and developing contexts also supports the performance advantages associated with market culture. Aboramadan et al. (2020), in a study of small and medium-sized enterprises (SMEs) in Palestine, demonstrated that market culture had a statistically significant positive relationship with innovation and overall organizational performance. Firms characterized by performance-based incentives, strategic aggressiveness, and customer focus were more likely to introduce innovative products and adapt swiftly to changing environments. This finding suggests that market culture can facilitate strategic renewal and dynamic capabilities, especially in volatile markets.

In Pakistan, Soomro and Shah (2019) investigated the higher education sector and found that market culture - when aligned with entrepreneurial orientation - enhanced job satisfaction, employee performance, and organizational commitment. Their use of structural equation modeling provided robust evidence that competitive and result-focused cultures can motivate employees when supported by appropriate leadership and goal clarity. While higher education institutions are traditionally less competitive than private firms, this study indicates that elements of market culture can positively influence even mission-driven organizations when properly contextualized.

Within the African context, the importance of market culture in driving performance has also been noted. Joseph and Kibera (2019), in their study of microfinance institutions in Kenya, identified market culture as a key determinant of organizational success. Their research found that institutions which fostered competition, goal orientation, and customer responsiveness reported stronger

financial and operational performance. These findings are particularly relevant to the current study, which examines a post-merger tourism enterprise in Kenya. The financial and customer-facing demands of the tourism sector mirror those of microfinance, where market orientation is crucial for survival and growth.

Furthermore, organizational theorists have long argued that market culture's emphasis on clear expectations, performance measurement, and customer focus can provide a strong framework for organizations navigating uncertainty or transition - such as in mergers and acquisitions (Kotter & Heskett, 1992). In such cases, the pursuit of measurable outcomes can provide direction and purpose, counterbalancing the ambiguity often associated with structural and cultural integration.

However, it is important to acknowledge that market culture is not without limitations. Excessive focus on results may lead to internal competition, employee burnout, or the neglect of collaborative and developmental initiatives. Murphy, Cooke, and Lopez (2013) caution that while performance-focused cultures can yield short-term gains, they may undermine innovation and long-term sustainability if not balanced by more participatory or developmental cultural elements.

In the case of Basecamp Explorer Kenya, which operates in a competitive, customer-driven tourism market, the presence of a strong market culture could be instrumental in aligning organizational efforts with strategic objectives. Given the post-acquisition setting, where revenue stability, customer retention, and operational visibility are paramount, market culture offers a mechanism through which the organization can assert control and drive performance outcomes. Nonetheless, it must be integrated thoughtfully with other cultural types - such as clan and adhocracy - to ensure long-term adaptability and employee well-being.

#### **2.3.4 Hierarchical Culture and Organizational Performance**

Hierarchical Culture is typified by its structured and controlled approach to organization and management. Organizations with a hierarchical culture place a strong emphasis on stability, predictability, and efficiency. Procedures and formal roles define interactions within the organization, and there is a clear chain of

command. This culture type values tradition and operates within a well-defined structure, which can contribute to efficient decision-making and operations but may limit flexibility and responsiveness (Cameron & Quinn, 2011).

Cameron and Quinn (2011) In their seminal work, Cameron and Quinn (2011) explore the profound impact of organizational culture on firm performance, articulated through the Competing Values Framework (CVF). This framework outlines the multifaceted approaches through which culture can be assessed thus warranting a broad view of the implication of different types of culture on organizations; the current study takes this approach in examining the impact of various aspects of a hierarchical culture. The exploration of hierarchy culture's influence on organizational performance offers a nuanced view across various sectors and geographic regions, highlighting both the benefits and limitations of this cultural orientation. Through the lens of selected studies, the impact of hierarchical culture on performance metrics is dissected, revealing its complex implications.

Yesil and Kaya (2013) delve into the multifaceted impact of organizational culture, including hierarchy, on firm financial performance in Turkey. Their findings suggest that while certain aspects of organizational culture can enhance performance, the rigidity often associated with hierarchy culture may impede innovation and adaptability. Employing regression analysis within a survey-based framework, this study offers a broad perspective on the financial outcomes influenced by hierarchical culture, contrasting with more focused analyses on knowledge management processes like those presented by Tseng (2011). This juxtaposition highlights the complexities and dual nature of hierarchy culture's impact on performance.

Kuswati (2020) conducted a study on Hungarian organizations, emphasizing the vital role that organizational culture plays in influencing employee behavior and overall business performance. The findings support the idea that cultivating a strong and positive culture can lead to improved productivity and greater organizational effectiveness. However, due to the unique social and economic environment of Hungary, these results may not be directly applicable to organizations operating in different countries or industries. This underscores the importance of considering context when evaluating how culture affects performance. Kuswati's (2020) work

highlights the complex and multi-layered nature of the relationship between organizational culture and performance, stressing the importance of fostering constructive workplace cultures while also recognizing the difficulties involved in assessing their impact across diverse settings.

Wambugu's (2014) power plant case reveals vital practical implications of cultural performance connectivity at an organizational level. But the industrial focus limits wider applicability compared to public sector dynamics Gasela (2022) explored in South Africa. Moving forward, leveraging approaches that bridge conceptual foundations like Cameron and Quinn's with rigorous case study analyses across sectors, industries, and geographies appears highly worthwhile to advance understanding of when, how and why organizational culture impacts performance. The current study seeks to explore this gap by assessing the impact of organizational culture on performance in a merger and acquisition scenario in a seldomly researched field – tourism in Kenya.

Murphy, Cooke, and Lopez (2013) further elucidate the nuanced effects of firm culture, emphasizing that while strong cultural intensity, including hierarchical elements, can bolster performance, excessive rigidity can undermine flexibility and innovation. Their mixed-methods approach, blending quantitative and qualitative insights from various industries, underscores the delicate balance required in organizational culture to harness benefits while avoiding the constraints imposed by overly rigid hierarchical structures.

In South Africa, Koko and Ramarumo (2015) investigate the hospitality industry, identifying the detrimental effects of strong hierarchical culture on job stress and burnout. Through statistical analysis of survey data from graded accommodation establishments, this study reveals how hierarchical culture negatively impacts employee well-being, subsequently affecting organizational performance. This research aligns with Arogundade's (2020) findings in Nigeria, where hierarchical culture's structuring benefits are tempered by its limitations on employee empowerment and innovation. Both studies accentuate the critical role of organizational culture in shaping work environments and performance outcomes,

advocating for a balanced approach to culture that promotes efficiency and innovation.

Otado, Were, and Odhiambo (2021) bring a Kenyan perspective to the discussion, focusing on the hospitality industry's experience with hierarchical culture. Their quantitative analysis shows that hierarchy culture can constrain career development opportunities, affecting employee motivation and performance. By employing questionnaires to collect data from employees in five-star hotels in Kenya, this study highlights the specific challenges posed by hierarchical culture in the context of career progression and organizational performance. This Kenyan insight complements the broader discussions initiated by Koko and Ramarumo (2015), reinforcing the notion that while hierarchical culture provides structure, its rigidity can limit critical aspects of employee satisfaction and performance.

Collectively, these studies paint a comprehensive picture of hierarchy culture's impact on organizational performance, navigating the intricate balance between structure and flexibility. From inhibiting innovation and adaptability in developing contexts to affecting employee well-being and career progression in African and specifically Kenyan settings, the research underscores the need for organizational cultures that foster both order and dynamism. This synthesis not only enhances our understanding of hierarchy culture's complex role but also prompts a reevaluation of how organizations can cultivate cultures that support sustainable performance and employee satisfaction.

## **2.4 Research Gap**

Despite the wealth of literature examining the relationship between organizational culture and performance, several critical research gaps persist. Conceptually, prior studies often treat culture as a static or monolithic construct, overlooking the interplay between multiple cultural dimensions in post-merger contexts. Contextually, much of the existing research is grounded in developed economies, with limited empirical focus on Sub-Saharan Africa, particularly Kenya's tourism sector. Methodologically, reliance on cross-sectional and qualitative designs has constrained deeper, longitudinal understanding of culture-performance dynamics.

This study seeks to address these conceptual, contextual, and methodological gaps by applying the Competing Values Framework (CVF) and the Balanced Scorecard (BSC) to assess how different cultural types influence organizational performance in post-acquisition setting in Kenya. .



Table 2.1 Summary of Knowledge Gaps

<b>Study</b>	<b>Focus of Study</b>	<b>Findings</b>	<b>Research Gap</b>	<b>Type of Gap</b>	<b>Focus of Current Study</b>
Chuang et al. (2012)	Influence of clan culture on product performance	Clan culture enhances innovation and strategic orientations	Focused on Chinese marketing ventures, may not apply globally	Conceptual	To explore clan culture's influence on organizational performance in Basecamp Explorer.
Naranjo-Valencia et al. (2019)	Adhocracy culture and innovation in Spanish companies	Positive relationship between adhocracy culture and innovation	Limited geographical focus, gap in contextual focus in the Kenyan setting	Contextual	To explore adhocracy culture's impact on organizational performance in Basecamp Explorer.
Nazarian et al. (2017)	Market culture in the London hospitality industry	Positive effects of market culture on performance	Focus on hospitality in London may not reflect other sectors or regions	Contextual	To assess the influence of market culture on organizational performance in Basecamp Explorer.
Yesil & Kaya (2013)	Hierarchical culture and firm performance	Mixed effects of hierarchical culture on performance, potential to impede innovation	Focused on financial performance in Turkey, lack of comprehensive cultural analysis	Conceptual	To investigate hierarchical culture's impact on organizational performance in Basecamp Explorer.
Joseph & Kibera	Organizational	Positive correlation	Limited to the financial	Contextual	To provide a comprehensive

(2019)	culture in Kenya's microfinance sector	between clan, adhocracy cultures and performance	sector, lacks M&A context		view of organizational culture's impact on performance post-M&A in Basecamp Explorer.
Ekambi (2020)	Organizational culture and M&A in Kenya	General insights on culture's impact on M&A success	Broad focus, lacks specificity to the service sector	Contextual	Detailed exploration of organizational culture's influence on performance post-M&A in Basecamp Explorer.
Gasela (2022)	Cultural mismatches in M&A	Highlights challenges of cultural mismatches	Broad focus, not specific to Kenya	Contextual	To explore how organizational culture influences M&A success and performance in Basecamp Explorer.
Pawirosumarto et al. (2017)	Organizational culture and employee performance	Positive relationship between organizational culture and employee performance	Cross-sectional design; lacks longitudinal data for analyzing causal relationships	Methodological	To examine how organizational culture influences employee and firm performance over time in Basecamp Explorer.

Misigo, Were, & Odhiambo (2019)	Adhocracy culture in public water companies in Kenya	Flexibility and innovation improve performance	Limited focus on qualitative data, lacks a mixed-methods approach for comprehensive analysis	Methodological	To integrate quantitative and qualitative methods to explore cultural impacts on performance in Basecamp Explorer.
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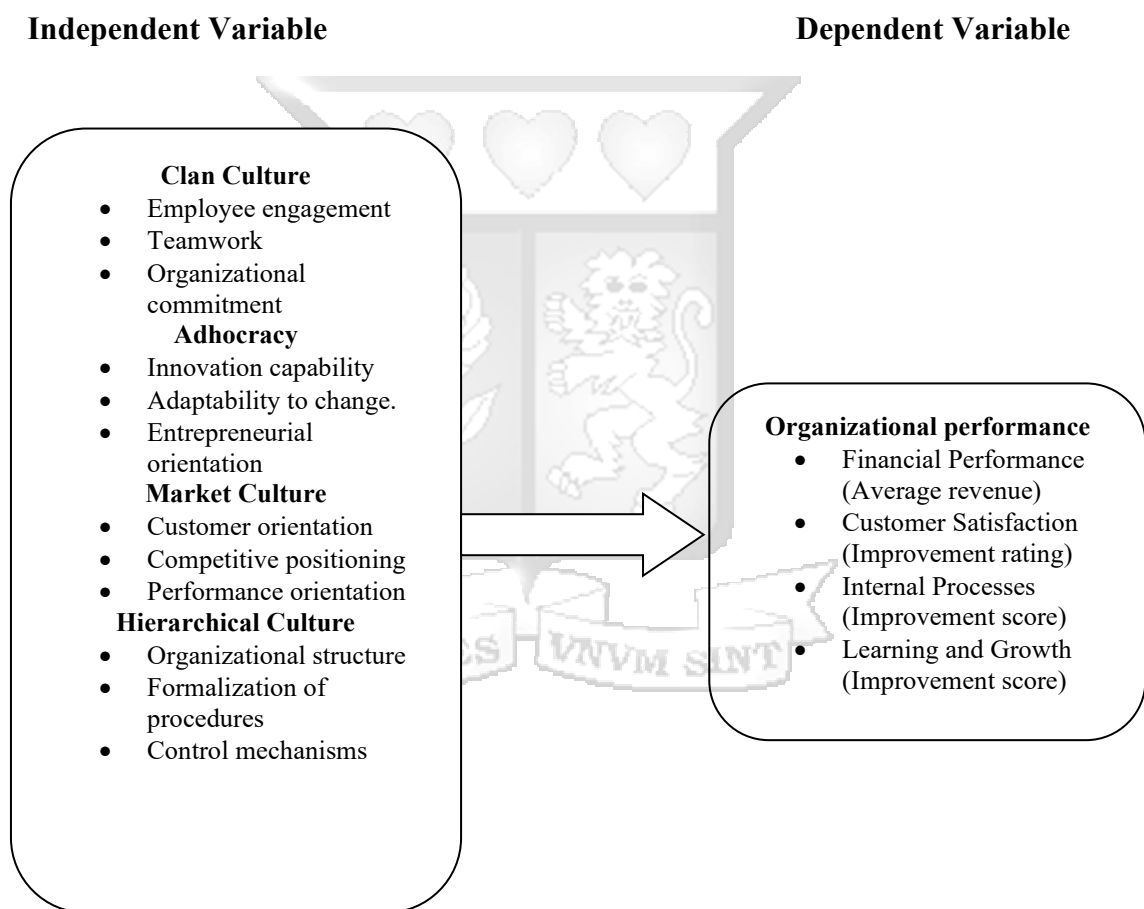
Source: Researcher (2025)



## 2.5 Conceptual Framework

The study focuses on four objectives, each assessing the link between a defined organizational culture type and organizational performance of Basecamp Explorer Kenya. The conceptual framework for the study thus follows these relationships and is depicted below.

**Figure 2.1 Conceptual framework**



**Source (Researcher, 2025)**

## 2.6 Operationalization of Study Variables

In the broader study exploring the impact of organizational culture on employee performance within private universities in Kenya, particularly in the aftermath of mergers and acquisitions, it is critical to establish a clear and robust framework for measuring the variables of interest. The operationalization of variables is a pivotal step that lends precision and clarity to the research, allowing for the empirical assessment of theoretical constructs. The following table delineates the operational definitions and corresponding measurement scales for each variable under consideration, rooted in the conceptual frameworks provided by seminal works in the field. This systematic approach ensures that the multifaceted dimensions of organizational culture - as characterized by Clan, Adhocracy, Market, and Hierarchy culture types - and their influence on organizational performance are explored in a structured, quantifiable manner. It captures both the perceived cultural attributes within the organization and the tangible performance outcomes post-M&A, providing a comprehensive view that is crucial for drawing insightful conclusions about the interplay between culture and performance in this context.

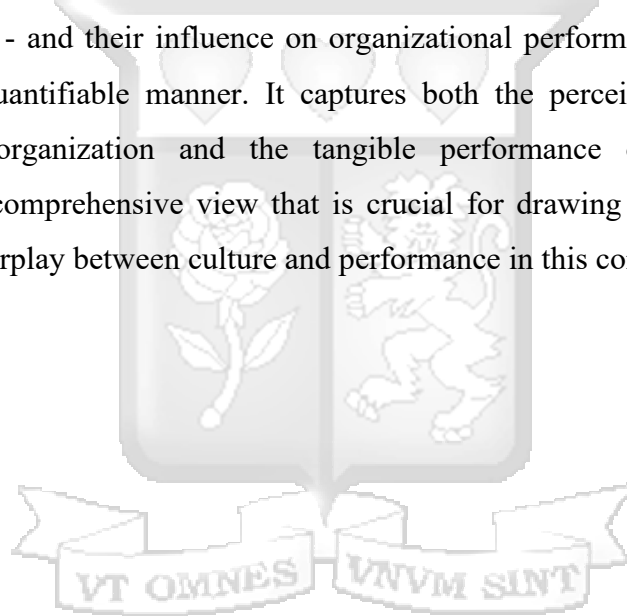


Table 2.2 Operationalization of variables

Variable	Sub-Variables	Operational Definition	Measurement Scales	Source(s)
<b>Organizational Culture</b>	<b>Clan Culture</b>	Degree to which an organization emphasizes collaboration, participation, and family-like cohesion.	Five-point Likert scale: 1-Strongly Disagree to 5-Strongly Agree	Cameron & Quinn (2011)
	<b>Adhocracy Culture</b>	Extent to which an organization prioritizes innovation, flexibility, and a readiness to adapt.	Five-point Likert scale: 1-Strongly Disagree to 5-Strongly Agree	Cameron & Quinn (2011)
	<b>Market Culture</b>	Level at which an organization values competitiveness, goal achievement, and customer focus.	Five-point Likert scale: 1-Strongly Disagree to 5-Strongly Agree	Cameron & Quinn (2011)
	<b>Hierarchical Culture</b>	Degree to which an organization is characterized by structured, formalized, and controlled processes.	Five-point Likert scale: 1-Strongly Disagree to 5-Strongly Agree	Cameron & Quinn (2011)
<b>Organizational Performance</b>	<b>Financial Performance</b>	Financial outcomes of the organization post-M&A, including		Kaplan & Norton (1996); Ahuja

		revenue growth and profitability.		(2006)
	<b>Customer Satisfaction</b>	Customer perceptions and retention rates post-M&A.	Five-point Likert scale: 1-Strongly Disagree to 5-Strongly Agree	Kaplan & Norton (1996)
	<b>Internal Processes</b>	Efficiency and quality of internal business processes post-M&A.	Process performance metrics, such as cycle time reduction and quality rates	Kaplan & Norton (1996)
	<b>Learning and Growth</b>	Employee development and the evolution of organizational culture post-M&A.	Five-point Likert scale: 1-Strongly Disagree to Agree 5-Strongly; Employee development indices	Kaplan & Norton (1996)

Source (Researcher, 2025)



## 2.7 Chapter Summary

This chapter provided an exposition of the theories anchoring the study and the literature upon which empirical findings from the current study were built. The chapter further detailed the gaps motivating the study, the interrelationship between the variables under study, and the operationalization of the variables as used for the purpose of addressing the objectives of the study.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presented the research methodology used to examine the impact of organizational culture on the performance of Basecamp Explorer. It covers the underlying research philosophy, study design, target population, sampling methods, data collection procedures, and analytical techniques employed. The chapter also outlines the steps taken to ensure the reliability and validity of the results, along with the ethical standards maintained during the entire research process.

#### 3.2 Research Philosophy

The study adopted a positivist research philosophy, asserting that reality is objective and can be quantified through measurable properties independent of the observer (Saunders et al., 2015). This approach contrasts with interpretivist and critical theories, which emphasize subjective interpretation of social phenomena and the role of power structures, respectively. The positivist philosophy is particularly suitable for this study as it supports empirical, quantifiable, and statistical analysis of observable data, ensuring alignment with the study's objectives (Dubey & Kothari, 2022). Additionally, positivism advocates for structured methodologies and the use of standardized instruments in data collection, allowing for objective comparisons and reproducibility of results.

#### 3.3 Research Design

A This study adopted a descriptive cross-sectional survey design to investigate the relationship between organizational culture and organizational performance at Basecamp Explorer following a merger. This design was selected due to its suitability for analyzing phenomena as they exist in a specific period without manipulating any study variables (Creswell & Creswell, 2018). The cross-sectional nature of the design enabled the researcher to collect data from a broad and diverse group of employees across different organizational levels and departments simultaneously, thereby providing a snapshot of post-merger cultural dynamics and performance outcomes.

The descriptive element of the design allowed for a systematic presentation of existing conditions, attitudes, and characteristics regarding organizational culture and performance (Kothari, 2004). It facilitated the examination of how employees perceive the organization's cultural orientation - based on the Competing Values Framework (Cameron & Quinn, 2011) - and how this aligns with the firm's performance dimensions as outlined in the Balanced Scorecard (Kaplan & Norton, 1996). By focusing on factual reporting of observable conditions, the design helped identify patterns and relationships relevant to the research objectives.

The use of a survey methodology was also deliberate, as it enabled the researcher to gather standardized quantitative data through a structured questionnaire. Survey designs are particularly effective in social sciences when assessing relationships among defined variables, especially when the objective is generalizability within a population (Saunders, Lewis, & Thornhill, 2019). This approach also aligns with the study's positivist paradigm, which emphasizes objective measurement, hypothesis testing, and empirical validation (Bell, Bryman, & Harley, 2018).

Alternative designs such as longitudinal or experimental studies were deemed inappropriate due to time constraints, resource limitations, and the operational context of the organization. Longitudinal research, while effective for tracking cultural evolution over time, would have required extended engagement and risked participant attrition. Experimental designs were unsuitable given the ethical and logistical challenges of introducing manipulations in a real-world organizational setting.

### **3.4 Population**

The population for this study encompasses the various sites and lodges operated by Basecamp Explorer, a merged entity formed from Basecamp Explorer Kenya Ltd and Old Boma Ltd. Basecamp Explorer is a leading player in Kenya's tourism sector, with a significant presence across the country's major conservancies, from Samburu to the Masai Mara. The study population includes all 12 lodges operated by Basecamp Explorer, formed from the coalescing of Basecamp Explorer Kenya Ltd and Old Boma Ltd. The population consisted of the 366 employees across the 12

lodges operated by Basecamp Explorer, which was formed from the merger of Basecamp Explorer Kenya Ltd and Old Boma Ltd. The study targeted individuals across various hierarchical levels and departments who were likely to possess insights into the firm's cultural dynamics and performance. This focus ensured a holistic understanding of how organizational culture impacts firm performance within the merged entity.2024).

### 3.5 Sampling Techniques

The sample size was determined using Cochran’s formula, yielding 188 respondents. A purposive sampling strategy is employed, prioritizing employees with tenure spanning pre- and post-merger phases, those in culture-shaping departments (e.g., management, guest relations, and lodge operations), and those directly involved with performance metrics (e.g., customer service, housekeeping). This approach ensured representative and informed sample capable of offering detailed insights into the cultural-performance interplay.

$$z^2 * p(1 - p) / (1 + ((z^2 * p(1 - p)) / (e^2 * N)))$$

Where:

N = size of population (366)

p = population reliability (or frequency estimated for a sample of size n), where p is 0.5 which is taken for all population

e = margin of error considered as 5% for 95% confidence level

z = value for the selected alpha level (at 0.05 level of significance), Z is 1.96

$$z^2 * p(1 - p) = 384.1568$$

$$1 + ((z^2 * p(1 - p)) / (e^2 * N)) = 2.043387234$$

$$N = 188$$

For this study, purposive sampling focused on selecting employees based on three key qualifying factors. First, employees with tenure spanning both pre- and phases was prioritized, as they offer unique insights into cultural shifts and continuity. Second, individuals from departments central to culture-shaping – specifically, management, guest relations, and lodge operations – were included for their close connection to organizational practices and values. Lastly, employees with direct interaction with performance metrics, particularly those in customer service and housekeeping, provided valuable perspectives on how culture impacts measurable outcomes. These factors collectively ensured a sample capable of offering in-depth insights into the cultural dynamics influencing performance across Basecamp Explorer’s lodges.

### **3.5 Data Collection Method**

Data were collected through a structured questionnaire comprising closed-ended questions. The questionnaire was designed based on established scales aligned with the Competing Values Framework and the Balanced Scorecard. It included sections on demographic information, organizational culture dimensions (Clan, Adhocracy, Market, and Hierarchy), and firm performance metrics. Questionnaires were administered both in person and electronically to maximize response rates and accommodate respondent convenience. Both quantitative and qualitative data were gathered to support a mixed-method analysis. The questionnaire was structured to capture comprehensive data on organizational culture and employee performance. The first section of the tool captured the respondent’s profile. Sections B through E addressed the respective cultural dimensions, while Section F focused on organizational performance as evaluated through the Balanced Scorecard framework.

### **3.6 Data Analysis**

Data were analyzed using SPSS software. Descriptive statistics were used to summarize the dataset, while multiple regression analysis was employed to examine the relationships between the organizational culture dimensions and firm performance. The Ordinary Least Squares (OLS) regression model provided insights into the strength and direction of these relationships. Coefficients for each variable

indicated the magnitude of influence, and statistical significance tests were conducted to ensure the robustness of the findings.

The general formula for the OLS regression model is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Dependent variable (Employee Performance)

X1, X2, X3, X4 = Independent variables (Organizational Culture dimensions: Clan, Adhocracy, Market, and Hierarchy cultures)

$\beta_0$  = Y-intercept (constant term)

$\beta_1, \beta_2, \beta_3, \beta_4$  = Slope coefficients for each independent variable

$\varepsilon$  = Error term

In the context of this study, OLS regression was used to analyze how each dimension of organizational culture (independent variables) affected employee performance (dependent variable). The coefficients ( $\beta_1, \beta_2, \dots, \beta_n$ ) indicated the strength and direction of each relationship. A positive coefficient denoted a positive relationship, while a negative coefficient implied an inverse relationship. The significance of these coefficients was tested to determine the statistical relevance of each relationship, thereby identifying which cultural dimensions were most influential in shaping employee performance.

### **3.7 Research Quality**

#### **3.7.1 Validity**

Validity refers to how accurately a research instrument measures what it is intended to measure. In this study, the validity of the questionnaire was ensured through content, construct, and face validity strategies. Content validity was established by developing questionnaire items based on the Competing Values Framework (Cameron & Quinn, 2011) and the Balanced Scorecard (Kaplan & Norton, 1996). These frameworks provided well-defined constructs for organizational culture and performance. The draft instrument was reviewed by two academic supervisors and one industry expert, who confirmed that the items adequately reflected the relevant dimensions. Construct validity was addressed by aligning each item with its

respective theoretical construct, ensuring consistency with the literature. Statistical validation using factor analysis was planned to confirm these theoretical associations during analysis. Face validity was tested through a pilot study involving 10 hospitality sector employees. Their feedback affirmed the clarity, relevance, and appropriateness of the questionnaire for the target population. Although criterion-related validity was not empirically tested due to contextual limitations, the use of well-established models from prior studies strengthened the instrument's credibility. Collectively, these steps ensured that the research instrument was both theoretically grounded and practically reliable.

### **3.7.1 Reliability**

Reliability refers to how consistently an instrument measures a specific concept across different times, individuals, or settings. In this study, reliability was crucial to ensure that the questionnaire produced stable, consistent, and repeatable results under similar conditions. This is especially important in quantitative research, where dependable data is key to producing valid statistical outcomes (Creswell & Creswell, 2018).

To evaluate internal consistency - the most widely used measure of reliability in surveys - this study utilized Cronbach's alpha coefficient. This statistic assesses how well the items within a given construct are correlated. In social science research, a Cronbach's alpha value of 0.70 or above is deemed acceptable, while values exceeding 0.80 indicate strong to excellent reliability (Nunnally & Bernstein, 1994).

Each of the main study constructs - Clan Culture, Adhocracy Culture, Market Culture, Hierarchical Culture, and Organizational Performance - was subjected to reliability testing after pilot data collection. The instrument was pre-tested with a subset of respondents to ensure that each scale exhibited internal coherence and accurately measured the intended dimension of organizational culture or performance.

The results of the reliability analysis, as shown in Table 3.1, indicate that all constructs met or exceeded the minimum threshold. Market Culture recorded the highest Cronbach's alpha value at 0.90, signifying excellent internal consistency. Clan Culture ( $\alpha = 0.86$ ) and Hierarchical Culture ( $\alpha = 0.84$ ) also demonstrated high

reliability. Organizational Performance ( $\alpha = 0.81$ ) showed strong reliability across the financial, customer, internal processes, and learning and growth sub-dimensions. Adhocracy Culture, while scoring the lowest ( $\alpha = 0.75$ ), still fell within the acceptable range, suggesting consistent measurement of items related to innovation, flexibility, and entrepreneurial behavior.

These results confirm that the questionnaire items were appropriately grouped within their respective constructs and that respondents interpreted and answered the questions in a consistent manner. This high level of internal consistency enhances the credibility of the study's findings and supports the robustness of the regression analyses performed later in the study.

Table 3.1 Cronbach Alpha Scores

Scale	Cronbach's Alpha
Clan Culture	0.86
Adhocracy Culture	0.75
Market Culture	0.90
Hierarchical Culture	0.84
Organizational Performance	0.81

Source (Researcher, 2025)

### 3.8 Ethical Considerations

This study was committed to upholding ethical integrity to ensure the protection of participant rights and well-being. Informed consent was obtained from all participants, clearly outlining the study's purpose, procedures, potential risks and benefits, and the right to withdraw at any time without penalty (Saunders et al., 2015). Ethical approval was secured from the Strathmore Ethics Board and NACOSTI, ensuring alignment with established ethical standards. Confidentiality and anonymity were strictly maintained by coding responses to remove personal identifiers, and only aggregated data were reported. Data handling procedures adhered to applicable data protection regulations, safeguarding participant information from unauthorized access. The study also maintained transparency in data collection and analysis processes and disclosed any potential conflicts of interest, thereby preserving the integrity of the research outcomes.

### **3.9 Chapter Summary**

This chapter outlined the manner in which the study objectives would be achieved through the leveraging data and existing analysis techniques and rationales. The chapter further provided insights on the measures that would be put in place to ensure that the findings were valid and reliable unto the addressing of the research question.



## **CHAPTER FOUR**

### **DATA ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

This chapter presents the findings from the analysis conducted to evaluate the impact of corporate culture on organizational performance at Basecamp Explorer, following the merger between Basecamp Explorer Kenya and Old Boma Ltd. It begins with descriptive statistics that summarize the sample profile and key variables. The

chapter then proceeds to assess the assumptions required for regression analysis, followed by inferential tests that explore the relationships between the four cultural dimensions – Clan, Adhocracy, Market, and Hierarchy – and overall organizational performance. Results are shared through both tables and explanatory narratives to help interpret the outcomes in alignment with the study’s objectives.

## **4.2 Descriptive Statistics**

This section presents descriptive insights into the demographic characteristics of the respondents as well as the main variables used in the study. The demographic data – covering gender, age, department, years of service, and role – offers context for interpreting responses on organizational culture and performance. These details are critical for understanding how experiences and perceptions may vary across employee categories within Basecamp Explorer.

In addition to demographic attributes, this section also summarizes the descriptive statistics of the core cultural dimensions assessed using the Competing Values Framework – namely, Clan Culture and Adhocracy Culture. Mean scores and standard deviations are provided to highlight the strength and variability of perceptions regarding cultural traits and their presence in the merged organization.

### **4.2.1 Response Rate**

The study targeted a sample size of 188 respondents drawn from various departments and levels within Basecamp Explorer, using a purposive sampling strategy. Out of the distributed questionnaires, 170 were retrieved, and 152 were found to be fully completed and valid for analysis. This yielded a response rate of 81%, which is considered both acceptable and robust for survey-based research in the social sciences.

According to Saunders, Lewis, and Thornhill (2019), a response rate of 50% is regarded as adequate, 60% as good, and 70% or more as very good in cross-sectional organizational studies. Therefore, the 81% response rate achieved in this study surpasses these benchmarks, enhancing the reliability and generalizability of the findings within the target organization.

Moreover, previous studies conducted in similar contexts have reported comparable response rates. For example, Joseph and Kibera (2019), in their study on organizational culture and performance in Kenya’s microfinance sector, achieved a response rate of 78%, while Misigo et al. (2019), studying public utilities, reported a 74% rate. The high response rate in the current study may be attributed to the relevance of the topic to participants, the mixed method of questionnaire administration (both physical and electronic), and follow-up efforts to encourage participation.

The strong response rate enhances the statistical power of the analysis and ensures that the perspectives captured reflect a wide range of employee experiences, particularly relevant in assessing post-merger cultural integration and performance outcomes.

Table 4.1 Response rate

Sent Out	Retrieved	Fully Filled	Response Rate
188	170	152	81%

Source: Researcher (2025)

#### 4.2.2 Test of Statistical Assumptions

Prior to regression analysis, key assumptions were tested. The Shapiro-Wilk test indicated that the dependent variable, organizational performance, deviates from normality ( $W = 0.837, p < 0.001$ ). However, as Kothari (2004) and Saunders et al. (2015) note, regression is robust to such violations when using aggregated Likert-scale data in sufficiently large samples, as in this study ( $n = 188$ ). The Durbin-Watson statistic was 1.59, falling within the acceptable range of 1.5–2.5, suggesting no autocorrelation in residuals, thereby meeting the independence assumption. Levene’s Test for homogeneity of variances yielded a p-value of 0.029, indicating unequal variances across groups. While this violates the assumption of homoscedasticity, its impact is minimal in large samples and does not bias coefficient estimates (Saunders et al., 2015). Multicollinearity was pronounced, with Variance Inflation Factors (VIFs) well above 10 and Tolerance values below 0.01, indicating strong intercorrelations among culture dimensions. While this inflates standard errors, it does not undermine the overall model's explanatory power (Gujarati & Porter, 2009). Given the theoretical distinctiveness of the Competing

Values Framework (Cameron & Quinn, 2011), the variables are retained, though interpreted cautiously.

Despite these assumption violations, the analysis remains valid. The use of Likert-scale data, supported by methodological literature, allows for robust parametric analysis. The study therefore proceeds with regression while acknowledging these limitations.



Table 4.2 Test of statistical assumptions

	Normality (Shapiro- Wilk Test)	Independen ce (Durbin- Watson Test)	Homogeneity (Levene Test)	Collinearit y (Tolerance )	VIF
Threshold Assumption Met if	$p > 0.05$	1.5 – 2.5	$p > 0.05$	$> 0.1$	VIF 10 Max
Clan_Culture	N/A	1.59	0.029	0.00696	143.6

					6
Adhocracy_Culture	N/A	1.59	0.029	0.00885	112.94
Market_Culture	N/A	1.59	0.029	0.00800	125.02
Hierarchical_Culture	N/A	1.59	0.029	0.00826	121.12
Organizational Performance	<0.837	1.59	0.029	N/A	N/A

**Source: Researcher (2025)**

### 4.3 Respondents Characteristics

This section focuses on biodemographic characteristics of the respondents to provide contextual understanding. The section provides discussion on gender, age, department engagement, years of service, and the roles of the respondents.

#### 4.3.1 Gender of The Respondents

Out of the 152 valid responses, 53.95% of the participants were male, while 46.05% were female. This indicates a relatively balanced gender distribution, with a slight male majority. The near parity suggests that both male and female perspectives are well represented in the study, adding credibility to the cultural and performance insights collected. The gender balance may also reflect evolving gender inclusivity in the tourism and hospitality sector, particularly in post-merger settings where staff consolidation can influence workforce demographics.

**Table 4.3 Gender of respondents**

Variable\Statistic	Categories	Frequency per category	Rel. frequency per category (%)
Gender	Female	70	46.053
	Male	82	53.947
Totals		152	100

**Source: Researcher (2025)**

### 4.3.2 Age of the Respondents

Respondents were drawn from a wide range of age categories, reflecting generational diversity within the organization. The largest group fell within the 26–35 age bracket (35.53%), followed by those aged 36–45 (28.95%) and 46–55 (19.74%). Individuals aged 18–25 constituted 11.84%, while only 3.95% were 56 years and above. This age distribution indicates that Basecamp Explorer’s workforce is predominantly composed of individuals in their early to mid-career stages. Such a demographic composition is likely to influence cultural perceptions, openness to change, and adaptability which are key factors in organizational transformation and post-merger integration.

Table 4.4 Respondent’s Age

Item	Categories	Frequency per category	Rel. frequency per category (%)
Age	18-25	18	11.842
	26-35	54	35.526
	36-45	44	28.947
	46-55	30	19.737
	56 and above	6	3.947

**Source: Researcher (2022)**

### 4.3.3 Department

The data (table 4.5) reveals that respondents came from a wide cross-section of functional departments, enhancing the study’s comprehensiveness. The largest departmental representation was from Sales & Reservations (15.79%), followed by Management (13.82%) and Finance (12.50%). Departments such as Safari Guiding

(11.18%) and Repairs & Maintenance (9.87%) were also substantially represented. On the other hand, areas like Sustainability (1.32%) and Executive (2.63%) had relatively few respondents. This distribution ensures that both frontline and back-office functions are included, offering a holistic view of how organizational culture and performance are perceived across different operational roles and responsibilities.

Table 4.5 Department of respondents

Item	Number of observations	Categories	Frequency per category	Relative frequency per category (%)
Department	152	Executive	4	2.632
		F&B -Service & Production	13	8.553
		Finance	19	12.500
		Human Resources	6	3.947
		Management	21	13.816
		Marketing & Communications	8	5.263
		Repairs & Maintenance	15	9.868
		Rooms Division	13	8.553
		Safari Guiding	17	11.184
		Safety & Security	10	6.579
		Sales & Reservations	24	15.789
		Sustainability	2	1.316

Source: Researcher (2025)

#### 4.3.4 Years of service

The majority of the respondents (61.84%) reported having worked at the organization for 3 to 6 years, with 23.68% indicating a tenure of 7 to 10 years, and 14.47% having served more than 10 years (Table 4.6). This tenure profile points to a workforce with moderate to significant institutional experience. Employees with this

level of service are likely to have experienced the pre- and post-merger phases, making their input especially valuable for evaluating cultural integration and shifts in organizational performance over time. Their insights are informed not only by recent developments but also by historical context.

Table 4.6 Respondent's Years of service

Item	Number of observations	Categories	Frequency per category	Relative frequency per category (%)
Years of Service	152	3-6 years	94	61.842
		7-10 years	36	23.684
		More than 10 years	22	14.474

Source: Researcher (2025)

#### 4.3.4 Role of the Respondent

The roles occupied by the respondents were primarily non-managerial (67.76%), while 32.24% held managerial positions (Table 4.7). This distribution indicates that the dataset captures perspectives from both leadership and operational levels, ensuring a balanced understanding of organizational dynamics. Managerial staff are likely to provide strategic insights into performance and culture implementation, while non-managerial employees reflect how these elements are experienced on the ground. Together, their combined input enriches the study's analysis of cultural alignment and performance outcomes across hierarchical levels within Basecamp Explorer.

Table 4.7 Role of the Respondent

Variable\Statistic	Number of observations	Categories	Frequency per category	Relative frequency per category (%)
Role	152	Managerial	49	32.237
		Non-managerial	103	67.763

Source: Researcher (2025)

#### 4.4 Descriptive Statistics for Clan Culture

The descriptive statistics reveal strong perceptions of Clan Culture within Basecamp Explorer following the organizational merger. The overall mean score for the aggregated Clan Culture measure was 4.30, with a standard deviation of 0.52, indicating a strong and consistently experienced internal culture centered on collaboration and interpersonal cohesion. Among the specific indicators, Teamwork and Collaboration scored the highest with a mean of 4.41, highlighting a strong sense of collective effort and unity among staff. This is closely followed by Sense of Belonging and Personal Commitment, both at 4.31, suggesting that employees feel integrated into the organization and are emotionally invested in its goals.

Decision Participation recorded the lowest mean in this set (4.18), though still high, pointing to a slight variation in perceptions regarding involvement in decision-making processes across different teams or roles. These findings resonate with the conceptualization of Clan Culture by Cameron and Quinn (2011), which emphasizes loyalty, empowerment, and mentorship within an organization. In the post-merger context of Basecamp Explorer, the strong presence of clan traits reflects a successful cultural integration that promotes cohesion, trust, and shared values - elements that are especially critical in service-oriented sectors like tourism, where internal alignment directly impacts customer experience.

Table 4.8 Clan Culture

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
Teamwork & Collaboration	4.414	0.624
Sense of Belonging	4.309	0.663
Decision Participation	4.184	0.624
Personal Commitment	4.309	0.543
<b>Clan Culture (Aggregate)</b>	<b>4.304</b>	<b>0.519</b>

**Source: Researcher (2025)**

## 4.5 Descriptive Statistics for Adhocracy Culture

Findings presented in table 4.9 provide a summary of respondent perceptions relating to Adhocracy Culture at Basecamp Explorer. The variables assessed include key components associated with an adhocracy-oriented environment: innovation, creativity, adaptability, and entrepreneurial behavior.

The aggregate mean score for Adhocracy Culture was 4.19, with a standard deviation of 0.50, indicating a generally high and consistent perception among respondents. Notably, creativity had the highest mean score (4.30), suggesting a strong organizational emphasis on idea generation and imaginative problem-solving. Flexibility and adaptability also scored highly (4.27), reflecting a workforce that perceives the organization as agile and responsive to change.

Innovation and risk-taking recorded a mean of 4.18, further supporting the presence of a culture that encourages experimentation. However, entrepreneurial initiatives, while still positively rated (3.99), showed the greatest variability (SD = 0.75), pointing to differences in how consistently entrepreneurial actions are implemented across teams or departments.

These results are aligned with the characteristics of an adhocracy culture as outlined by Cameron and Quinn (2011), where innovation, future focus, and risk tolerance are central. In a post-acquisition context, these traits are especially valuable for organizational learning and strategic renewal. The data suggests that Basecamp Explorer is culturally well-equipped to navigate change, although reinforcing entrepreneurial follow-through may strengthen this culture even further.

Table 4.9 Adhocracy Culture

Variable	Mean	Standard Deviation
Innovation and Risk Taking	4.184	0.665
Creativity	4.303	0.587
Flexibility and Adaptability	4.270	0.609
Entrepreneurial Initiatives	3.993	0.750
Adhocracy Culture (Aggregate)	4.188	0.495

**Source: Researcher (2025)**

#### **4.6 Descriptive Statistics for Market Culture**

The results presented in table 4.10 indicated perceptions of Market Culture at Basecamp Explorer. The overall mean score for Market Culture was 4.47, indicating a strong presence of results-driven, competitive organizational values across the merged entity. The relatively low standard deviation (0.55) suggests a high level of agreement among respondents.

The highest-rated indicator was Customer Satisfaction and Retention (Mean = 4.53), reflecting a shared perception that customer-centric strategies are deeply embedded in the company's post-merger operations. This is particularly significant in the tourism and hospitality sector, where customer experience is critical to performance. Performance Targets Emphasis and High Competitiveness and Achievement Orientation also scored highly (means of 4.48 and 4.43 respectively), suggesting a culture that prioritizes measurable results and drives team performance through goal-oriented practices.

Competitive Positioning (Mean = 4.41) reinforces this interpretation, indicating a conscious strategy among staff to position the organization favorably in the market.

These findings align well with the Market Culture archetype within the Competing Values Framework (Cameron & Quinn, 2011), which is characterized by a focus on external positioning, competitiveness, and achieving clear objectives. This is particularly appropriate in the post-merger environment of Basecamp Explorer, where competitive consolidation and performance visibility are essential for long-term strategic success.

Table 4.10 Market Culture

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
High Competitiveness & Achievement Orientation	4.434	0.627
Customer Satisfaction & Retention	4.533	0.640
Performance Targets Emphasis	4.480	0.609
Competitive Positioning	4.414	0.624
<b>Market Culture (Aggregate)</b>	<b>4.465</b>	<b>0.550</b>

**Source: Researcher (2025)**

#### **4.7. Descriptive Statistics for Hierarchical Culture**

The data, as indicated in table 4.11, reveals a strongly embedded Hierarchical Culture at Basecamp Explorer, with an overall mean of 4.43 and a standard deviation of 0.51, indicating broad agreement among respondents. This suggests that structure, order, and formalized processes are clearly perceived within the organization. Among the individual indicators, Defined Structures and Procedures had the highest score (4.57), pointing to well-established workflows and operational consistency across the organization. Clear Chain of Command also scored highly (4.45), reflecting the presence of recognizable leadership hierarchies and reporting lines.

Stability and Predictability (Mean = 4.38) and Formalization and Control (Mean = 4.33) further support the idea of an organization that prioritizes consistency, rule-following, and accountability, hallmarks of a traditional bureaucratic structure. These findings are consistent with the Hierarchy Culture quadrant of the Competing Values Framework (Cameron & Quinn, 2011), which emphasizes order, procedures, and control. In a post-merger scenario like Basecamp Explorer's, such a culture can be particularly valuable for aligning operations, ensuring compliance, and delivering consistent service standard, especially in the context of a complex and multi-site tourism business. However, balancing this formality with innovation and adaptability remains essential for long-term success in a dynamic market.

Table 4.11 Hierarchical culture

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
Defined Structures & Procedures	4.566	0.605
Clear Chain of Command	4.454	0.596
Stability & Predictability	4.375	0.607
Formalization & Control	4.329	0.649
<b>Hierarchical Culture (Aggregate)</b>	<b>4.431</b>	<b>0.505</b>

Source: Researcher (2025)

#### 4.8 Descriptive Statistics for Organizational Performance

The results presented in table 4.12 indicate that respondents perceive organizational performance at Basecamp Explorer positively across all dimensions. The aggregate performance score is 4.51 with a relatively low standard deviation of 0.47, pointing to strong consensus around improved performance post-merger.

The financial perspective had the highest mean score (4.61), suggesting respondents view the organization as financially stable or growing which is a critical factor in post-acquisition success. The customer perspective also scored highly (4.57), which is consistent with the service-oriented nature of the tourism sector, where customer satisfaction is a key performance driver. Internal process efficiency (Mean = 4.48) and learning and growth (Mean = 4.38) also reflect positively, though with slightly greater variation. This may indicate ongoing integration challenges or differences in how departments perceive innovation and employee development opportunities.

Overall, the performance scores align with the dimensions of the Balanced Scorecard (Kaplan & Norton, 1996), affirming that the merged entity is seen to be achieving across multiple fronts and not only financially, but also in terms of customer experience, process excellence, and organizational learning. These perceptions are a positive indicator of cultural integration and strategic alignment post-merger.

Table 4.12 Organizational Performance

Variable	Mean	Standard Deviation
Financial	4.605	0.577
Customer	4.566	0.510
Internal Processes	4.480	0.609
Learning and Growth	4.382	0.650
<b>Organizational Performance (Aggregate)</b>	<b>4.508</b>	<b>0.468</b>

Source: Researcher (2025)

#### 4.9 Summary of Descriptive Statistics

The descriptive statistics reveal strong and consistent perceptions across all key constructs assessed in the study. Organizational Performance recorded the highest mean score (4.51) with the lowest variability (SD = 0.47), indicating a widespread belief among respondents that Basecamp Explorer is achieving high performance outcomes across financial, customer, internal processes, and learning domains.

Market Culture (Mean = 4.47) and Hierarchical Culture (Mean = 4.43) also emerged prominently, suggesting that the organization is results-driven and well-structured – two characteristics critical for stability and competitiveness following a merger. These findings align with the organization’s strategic focus on consolidation and expansion in the tourism sector.

Clan Culture scored a mean of 4.30, reflecting a healthy internal environment characterized by collaboration and a sense of belonging. Meanwhile, Adhocracy Culture had the lowest, albeit still strong, mean (4.19), indicating a relatively less consistent perception of innovation and entrepreneurial flexibility. Together, these results suggest that Basecamp Explorer is culturally well-positioned to navigate post-merger challenges, blending structure, competitiveness, and relational cohesion with a foundation for innovation.

Table 4.13 Summary of descriptive statistics

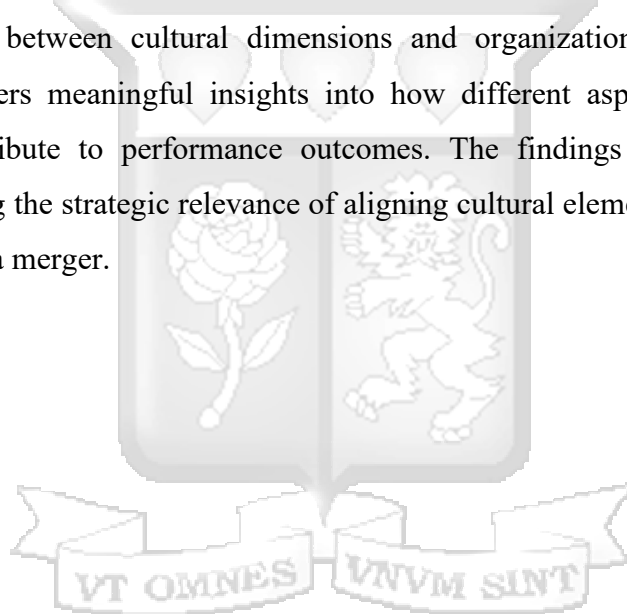
Variable	Mean	Standard Deviation
Clan Culture	4.304	0.519
Adhocracy Culture	4.188	0.495
Market Culture	4.465	0.550
Hierarchical Culture	4.431	0.505
<b>Organizational Performance</b>	<b>4.508</b>	<b>0.468</b>

Source: Researcher (2025)

#### 4.10 Inferential Statistics

This section outlines the results of inferential statistical analyses conducted to explore how the four organizational culture dimensions relate to organizational performance at Basecamp Explorer. The analysis utilized both simple linear regressions to examine the effect of each cultural type individually, and a multiple regression model to assess their collective impact and identify which dimensions serve as the strongest predictors when considered together.

This analysis draws upon the Competing Values Framework (Cameron & Quinn, 2011) and is closely aligned with the study's aims and research hypotheses. Regression techniques were utilized to measure both the strength and direction of the relationships between cultural dimensions and organizational performance. This approach offers meaningful insights into how different aspects of organizational culture contribute to performance outcomes. The findings serve as a basis for understanding the strategic relevance of aligning cultural elements, particularly in the aftermath of a merger.



##### 4.10.1 Clan Culture and Organizational Performance

A simple linear regression analysis was conducted to examine the effect of Clan Culture on Organizational Performance at Saruni Basecamp. The model revealed a moderate positive relationship, with a correlation coefficient (R) of 0.510. The coefficient of determination ( $R^2$ ) was 0.260, indicating that approximately 26.0% of the variation in organizational performance can be explained by Clan Culture. The regression model was statistically significant,  $F(1, 150) = 52.702, p < 0.001$ .

The resulting regression equation is:

$$\text{Organizational Performance} = 2.528 + 0.460(\text{Clan Culture})$$

This equation suggests that for each one-unit increase in perceived Clan Culture, organizational performance increases by 0.460 units, assuming all other factors are held constant.

The standardized beta coefficient ( $\beta = 0.510$ ) and a t-value of 7.260 ( $p < 0.001$ ) indicate a strong and statistically significant contribution of Clan Culture to performance. The Durbin-Watson statistic was 1.610, suggesting no significant autocorrelation in the residuals. These findings imply that a work environment characterized by trust, teamwork, shared values, and a sense of belonging positively influences organizational outcomes. This is consistent with prior studies emphasizing the value of clan-oriented environments in enhancing employee engagement and organizational success (Cameron & Quinn, 2011; Joseph & Kibera, 2019).

Table 4.14 Model summary Clan Culture and organizational performance

<b>Model Summary<sup>b</sup></b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.510a	0.26	0.255	0.4038	0.26	52.702	1	150	0
a. Predictors: (Constant), Clan Culture									
b. Dependent Variable: Performance									
<b>ANOVA</b>									
Model		Sum of Squares	df	Mean Square	F	Sig.			

		res							
1	Regression	8.594	1	8.594	52.702	.000			
	Residual	24.459	150	0.163					
	Total	33.052	151						
a. Dependent Variable: Performance									
b. Predictors: (Constant), Clan Culture									
<b>Coefficients<sup>a</sup></b>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.528	0.275		9.204	.000			
	Clan Culture	0.46	0.063	0.51	7.26	.000	0.51	0.51	0.51

Source: Researcher (2025)

#### 4.10.2 Adhocracy Culture and Organizational Performance

Findings from the simple linear regression revealed a moderate yet statistically significant relationship, with a correlation coefficient (R) of 0.520 and an R<sup>2</sup> of 0.271. This suggests that Adhocracy Culture explains 27.1% of the variation in organizational performance. The model was significant,  $F(1, 150) = 55.683$ ,  $p < 0.001$ .

The corresponding regression equation is:

$$\text{Organizational Performance} = 2.450 + 0.492(\text{Adhocracy Culture})$$

This equation suggests that for every one-unit increase in Adhocracy Culture, organizational performance increases by approximately 0.492 units, assuming other factors are constant. The standardized beta coefficient ( $\beta = 0.520$ ) and the t-value of 7.462 ( $p < 0.001$ ) indicate a strong and statistically meaningful impact of Adhocracy Culture on performance. The Durbin-Watson statistic of 1.708 indicates that the residuals are independent and free from significant autocorrelation.

These findings suggest that a culture characterized by innovation, flexibility, and risk-taking significantly contributes to improved organizational outcomes. In a dynamic and competitive service environment such as tourism, the presence of an adhocracy-oriented culture can enhance agility, responsiveness, and strategic creativity - factors that are particularly important following organizational change, such as a merger. This supports prior literature emphasizing the role of innovation-driven cultures in promoting adaptability and performance (Naranjo-Valencia et al., 2019; Cameron & Quinn, 2011).

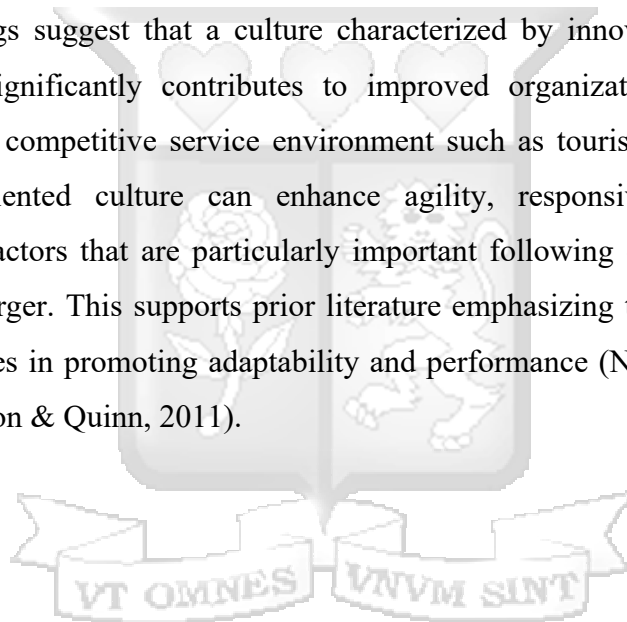


Table 4.15 Model summary of adhocracy culture and organizational performance

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square	F Change	df1	df2	Sig. F

					re Chan ge	ge			Chan ge
1	.510a	0.26	0.255	0.4038	0.26	52.7 02	1	150	0
a. Predictors: (Constant), Clan_Culture									
b. Dependent Variable: Performance									
<b>ANOVA</b>									
a									
Model		Sum of Squa res	df	Mean Square	F	Sig.			
1	Regressi on	8.59 4	1	8.594	52.7 02	.000 b			
	Residual	24.4 59	150	0.163					
	Total	33.0 52	151						
a. Dependent Variable: Performance									
b. Predictors: (Constant), Clan_Culture									
<b>Coefficientsa</b>									
Model		Unstandar dized Coefficients		Standard ized Coeffici ents	t	Sig.	Correlatio ns		
		B	Std. Error	Beta			Zer o- ord er	Part ial	Part ial
1	(Constan	2.52	0.275		9.20	0			

	t)	8			4				
	Clan_Culture	0.46	0.063	0.51	7.26	0	0.51	0.51	0.51

Source: Researcher (2025)

#### 4.10.3 Market culture and organizational performance

The model produced a correlation coefficient (R) of 0.459, with an R<sup>2</sup> value of 0.211, indicating that 21.1% of the variance in organizational performance can be explained by Market Culture. The regression model was statistically significant, F(1, 150) = 40.070, p < 0.001.

The derived regression equation is:

$$\text{Organizational Performance} = 2.766 + 0.390(\text{Market Culture})$$

This equation indicates that a one-unit increase in perceived Market Culture is associated with a 0.390 unit increase in organizational performance, assuming all other variables are held constant.

The standardized beta coefficient ( $\beta = 0.459$ ) and the t-statistic (t = 6.330, p < 0.001) confirm that Market Culture is a significant positive predictor of performance. The Durbin-Watson statistic was 1.502, which is within the acceptable range, suggesting no significant autocorrelation in the residuals.

These results suggest that the presence of a competitive, goal-oriented, and achievement-focused culture contributes positively to performance outcomes at Basecamp Explorer. In the context of a post-merger integration, Market Culture appears to reinforce strategic alignment, customer focus, and productivity - all of which are essential in-service industries operating under increased market pressures. The findings echo the work of Cameron and Quinn (2011), who argue that organizations with strong market orientations tend to emphasize outcomes and are likely to thrive in highly competitive environments.

Table 4.16 Model summary market culture and organizational performance

Model Summary									
Mo	R	R	Adjusted	Std. Error of	Change				Durbin

Model	R Square	Adjusted R Square	t Statistic	p Value	Statistics		df1	df2	Sig.	F Change	- Watson
					R Square Change	F Change					
1	.459a	0.211	0.206	0.41701	0.211	40.07	1	150	0	1.502	
a Predictors: (Constant), Market Culture											
b Dependent Variable: Performance											
<b>ANOVA</b>											
Model		Sum of Squares	df	Mean Square	F	Sig.					
1	Regression	6.968	1	6.968	40.07	.000b					
	Residual	26.084	150	0.174							
	Total	33.052	151								
a Dependent Variable: Performance											
b Predictors: (Constant), Market Culture											
<b>Coefficients</b>											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations				
		B	Std. Error	Beta			Zero-order	Partial	Partial		
1	(Constant)	2.766	0.277		9.971	0					
	Market Culture	0.39	0.062	0.459	6.33	0	0.459	0.459	0.459		
a Dependent Variable: Performance											

Source: Researcher (2025)

#### 4.10.4 Hierarchical Culture and Organizational Performance

A simple linear regression was carried out to examine the effect of Hierarchical Culture on organizational performance at Saruni Basecamp. The results revealed a strong positive relationship, with a correlation coefficient (R) of 0.647 and an R<sup>2</sup> of 0.419, indicating that Hierarchical Culture accounts for 41.9% of the variation in performance. The model was statistically significant,  $F(1, 150) = 107.986, p < 0.001$ . The regression equation derived from the analysis is:

$$\text{Organizational Performance} = 1.853 + 0.599(\text{Hierarchical Culture})$$

The results indicate that a one-unit rise in the perception of Hierarchical Culture is associated with a 0.599 unit improvement in organizational performance, assuming all other factors remain constant. The standardized beta coefficient ( $\beta = 0.647$ ) and the t-value of 10.392 ( $p < 0.001$ ) demonstrate a strong and statistically significant impact of Hierarchical Culture on performance. Additionally, the Durbin-Watson statistic of 1.652 suggests that there is no serious autocorrelation in the residuals, reinforcing the reliability of the regression model.

These findings suggest that clear structures, formalized procedures, and stability - hallmarks of a hierarchical culture - play a crucial role in enhancing organizational performance, particularly in a post-merger setting. In complex, service-oriented environments like Basecamp Explorer, such systems provide consistency, operational control, and accountability. This supports Cameron and Quinn's (2011) assertion that hierarchical cultures can enhance efficiency and coordination, especially during organizational transitions.

Table 4.17 Model summary hierarchical culture and organizational performance

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.647a	0.419	0.415	0.35793	0.419	107.986	1	150	0	1.652
a Predictors: (Constant), Hierarchical Culture										
b Dependent Variable: Performance										
ANOVA										
Model		Sum of Square	df	Mean Square	F	Sig.				

		s								
1	Regression	13.835	1	13.835	107.986	.000b				
	Residual	19.217	150	0.128						
	Total	33.052	151							
a Dependent Variable: Performance										
b Predictors: (Constant), Hierarchical Culture										
<b>Coefficients</b>										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			
		B	Std. Error	Beta			Zero-order	Partial	Partial	
1	(Constant)	1.853	0.257		7.205	0				
	Hierarchical Culture	0.599	0.058	0.647	10.392	0	0.647	0.647	0.647	
a Dependent Variable: Performance										

**Source: Researcher (2025)**

#### 4.10.5 The Joint Relationship Model

A multiple linear regression analysis was performed to evaluate the collective impact of the four cultural dimensions on organizational performance at Basecamp Explorer. The analysis yielded a correlation coefficient (R) of 0.696 and an R<sup>2</sup> value of 0.485, meaning that 48.5% of the variation in performance could be attributed to these cultural factors. The model was statistically significant,  $F(4, 147) = 34.542$ ,  $p < 0.001$ , and the Durbin-Watson value of 1.59 indicated no substantial autocorrelation in the residuals.

The regression equation is as follows:

$$\text{Organizational Performance} = 1.210 + 0.122(\text{Clan Culture}) + 0.196(\text{Adhocracy Culture}) + 0.001(\text{Market Culture}) + 0.440(\text{Hierarchical Culture})$$

Among the predictors, Hierarchical Culture had the strongest and most significant effect ( $\beta = 0.475$ ,  $t = 6.130$ ,  $p < 0.001$ ), indicating it is the most influential cultural factor in predicting performance. Adhocracy Culture also had a statistically significant positive influence ( $\beta = 0.207$ ,  $t = 2.692$ ,  $p = 0.008$ ), highlighting the value of innovation and adaptability. In contrast, Clan Culture was not statistically significant in the joint model ( $\beta = 0.135$ ,  $p = 0.117$ ), despite being significant in the simple regression. Similarly, Market Culture showed no significant effect ( $\beta = 0.001$ ,  $p = 0.985$ ) when analyzed alongside the other culture types.

These results suggest that while all cultural dimensions may contribute to performance when assessed individually, only Hierarchical and Adhocracy cultures retain significance in a multivariate context. This indicates that structured control systems, combined with innovation and adaptability, are particularly influential in enhancing performance at Basecamp Explorer. It also suggests potential overlaps or shared variance among culture types, which may dilute the individual effects of Clan and Market cultures when modeled together.

Table 4.18 Model summary joint relationships

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.	F Change
1	.696a	0.485	0.47	0.34045	0.485	34.542	4	147	0	1.59
a Predictors: (Constant), Hierarchical Culture, Adhocracy Culture, Market Culture, Clan Culture										
b Dependent Variable: Performance										
ANOVA										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	16.014	4	4.004	34.542	.000b				
	Residual	17.038	147	0.116						
	Total	33.052	151							
a Dependent Variable: Performance										
b Predictors: (Constant), Hierarchical Culture, Adhocracy Culture, Market Culture, Clan Culture										

Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zer o-order	Part ial	Part
1	(Constant)	1.210	0.290		4.170	0.000			
	Clan Culture	0.122	0.077	0.135	1.578	0.117	0.510	0.129	0.093
	Adhocracy Culture	0.196	0.073	0.207	2.692	0.008	0.520	0.217	0.159
	Market Culture	0.001	0.070	0.001	0.018	0.985	0.459	0.002	0.001
	Hierarchical Culture	0.440	0.072	0.475	6.130	0.000	0.647	0.451	0.363
a. Dependent Variable: Performance									

**Source: Researcher (2025)**

#### 4.11 Chapter summary

This chapter aligned the data analysis with the study's objectives. It began by outlining the respondents' general profile, followed by a presentation of descriptive statistics related to the key variables. Inferential statistics were then applied to examine the relationships between the independent and dependent variables, ultimately providing answers to the research questions.



**CHAPTER FIVE:**  
**DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

**5.1 Introduction**

This chapter provides an analysis of the research findings, connecting them to the study's objectives, underlying theories, and existing literature. It starts with an overview of the main results, followed by an in-depth discussion on how each type of organizational culture affects organizational performance.. The chapter then outlines the conclusions drawn, followed by recommendations for policy, management, and future research. It also reflects on the study's limitations and contributions to knowledge.

**5.2 Discussion of Findings**

This section discusses the findings in the context of existing literature and theoretical frameworks.

**5.2.2 Effect of Clan Culture on The Performance of Freight Forwarding Companies in Kenya.**

The study found that Clan Culture had a moderately positive and statistically significant effect on organizational performance in the simple regression model ( $R = 0.122$ ,  $p < 0.001$ ), highlighting the relevance of relational and people-centered values in driving firm outcomes. Within the Competing Values Framework (CVF), Clan Culture is situated in the quadrant that emphasizes internal focus and flexibility. It is characterized by shared values, participation, loyalty, and a strong sense of community - all of which foster employee commitment and collaboration (Cameron & Quinn, 2011).

These results are supported by empirical studies. Joseph & Kibera (2019), in the Kenyan financial sector, identified a positive correlation between clan culture and performance, particularly in environments that rely on interpersonal trust and collective purpose. Fatoki (2019) similarly reported that Clan Culture positively influenced environmental and operational performance among South African hospitality firms, while Aketch et al. (2017) found enhanced service delivery in Uganda's hotel sector under strong clan-oriented cultures.

However, when included in the joint regression model, Clan Culture did not retain statistical significance. This suggests that its contribution to performance may be less robust when compared to more externally oriented or control-based cultures like Adhocracy or Hierarchy. This finding reflects observations by Hartnell et al. (2011), who noted that while Clan Culture fosters internal cohesion, it may lack the strategic focus and responsiveness needed in rapidly changing or competitive environments. In a post-merger context - such as that of Basecamp Explorer - where structural integration and performance visibility are key, the influence of Clan Culture may be more foundational than strategic. It supports morale and social alignment but may not independently drive measurable performance outcomes when juxtaposed with other cultural enablers.

### **5.2.3 Effect of adhocracy culture on the performance of freight forwarding companies in Kenya**

Adhocracy Culture showed a notable and statistically significant positive effect ( $B = 0.196$ ;  $p = 0.008$ ) on organizational performance in both the simple and combined regression analyses, highlighting it as one of the key contributors to performance in this study. The Competing Values Framework defines Adhocracy Culture as being externally focused and flexible, encouraging innovation, adaptability, experimentation, and entrepreneurship (Cameron & Quinn, 2011). These traits are particularly critical in dynamic, post-merger contexts where uncertainty and strategic realignment require organizations to innovate and evolve continuously.

The findings are supported by international and regional literature. Naranjo-Valencia et al. (2019) found that innovation-oriented cultures significantly improved organizational outcomes in Spanish manufacturing firms, while Ozcan & Ozturk (2020) demonstrated a similar pattern in the Turkish banking industry, highlighting increased employee performance and adaptability under Adhocracy Culture. In Africa, Oboreh (2020) identified a strong link between adhocracy and firm competitiveness in Nigeria, and Misigo et al. (2019) emphasized the positive influence of flexibility and innovation on performance in Kenyan public utilities.

In the context of Basecamp Explorer, these results suggest that Adhocracy Culture enabled the organization to navigate change, embrace innovation, and develop responsive strategies - all of which are essential for sustaining competitiveness in a service-oriented, post-merger environment. The performance impact captured by the Balanced Scorecard (BSC) - which includes learning and growth, internal processes, customer satisfaction, and financial metrics - further supports this view, as innovation tends to drive improvements across all dimensions. These findings affirm that organizational agility and creativity are not just cultural preferences, but strategic imperatives in volatile environments.

#### **5.2.4 Effect of market culture on the performance of freight forwarding companies in Kenya**

The findings indicated that while Market Culture demonstrated a strong positive relationship with organizational performance in the simple regression analysis, its impact was not statistically significant when analyzed alongside other cultural types in the joint regression model. Within the CVF, Market Culture is defined by an external focus and control orientation, emphasizing competitiveness, goal achievement, productivity, and customer focus (Cameron & Quinn, 2011).

The initial positive effect suggests that a results-driven, performance-oriented environment has value in the tourism and hospitality sector, particularly in reinforcing accountability and customer responsiveness. This supports the findings of Nazarian et al. (2017), who observed that market-oriented cultures enhanced performance in UK hotels, and Aboramadan et al. (2020), who reported similar outcomes in the finance sector in Palestine.

However, the lack of significance in the multivariate model suggests that Market Culture's influence is conditional and possibly secondary to other culture types. As Soomro & Shah (2019) noted, excessive emphasis on external competitiveness may sideline internal cohesion, innovation, or adaptability - factors that are crucial in the aftermath of a merger. This trade-off could be especially pronounced in Basecamp Explorer, where the success of integration may rely more on stabilizing internal processes and fostering innovation than purely on competitive positioning. Therefore, while Market Culture is beneficial in reinforcing customer-centric and goal-oriented behavior, it may be insufficient on its own to drive sustained organizational performance, especially when internal alignment and structural integration are concurrently needed.

#### **5.2.5 Effect of Hierarchical Culture on The Performance of Freight Forwarding Companies In Kenya.**

Hierarchical Culture was the most significant predictor of organizational performance, accounting for 41.9% of the variance in the simple regression model and remaining statistically significant in the joint regression model. In the Competing Values Framework, Hierarchical Culture represents internal focus and control, emphasizing consistency, rules, formal processes, and stability (Cameron & Quinn,

2011). These attributes are critical during organizational transitions, where structure and accountability are essential.

This study's findings are consistent with Otado et al. (2021), who found that hierarchical systems supported operational control and service quality in Kenya's hospitality industry. Yesil & Kaya (2013) also reported that hierarchical cultures improved firm performance in Turkey by enhancing process compliance and clarity in responsibilities. Although such cultures are often critiqued for stifling creativity (Murphy et al., 2013), in high-stakes, post-merger contexts, their emphasis on discipline, order, and procedural consistency can help reduce ambiguity and improve performance delivery.

The Balanced Scorecard metrics - particularly those related to internal processes and financial performance - benefit directly from the efficiencies of a hierarchical environment. However, literature also cautions against overreliance on rigid systems. Kokt & Ramarumo (2015) and Arogundade (2020) warn that unchecked hierarchy can lead to burnout, reduced innovation, and lower morale. Therefore, while hierarchy appears to be the dominant cultural driver in this study, it should be balanced with flexibility and innovation to ensure sustained performance and employee engagement in the long term.

### **5.3 Conclusion**

The study concludes that organizational culture significantly influences organizational performance in the context of a merger. Hierarchical and Adhocracy cultures emerged as the most critical drivers of performance at Basecamp Explorer, reflecting the value of both structure and innovation in post-M&A environments. Clan and Market cultures, while important, do not independently predict performance when all four cultural types are considered together. These findings validate the relevance of the Competing Values Framework and the Balanced Scorecard in evaluating cultural influence in complex, transitional organizational contexts.

## **5.4 Implications and Recommendations of Research**

The results of this study yield critical implications for multiple stakeholders, including policymakers, organizational leaders, and the academic community. In the context of post-merger environments, particularly within service-oriented industries such as tourism, the findings underscore the centrality of organizational culture as both a driver and moderator of performance. The differentiated impact of cultural dimensions - where hierarchical and adhocracy cultures significantly influenced performance while clan and market cultures did not retain significance in the joint model - signals the importance of cultural alignment in realizing synergies and sustaining performance gains after mergers and acquisitions. These insights call for integrative policies, adaptive leadership practices, and further scholarly engagement to refine theory and inform evidence-based decision-making.

### **5.4.1 Contribution to Policy**

In Kenya and similar emerging market contexts, M&A regulations often prioritize financial disclosures, operational continuity, and legal due diligence, with little formal attention to cultural assessment. However, the evidence presented here affirms that cultural misalignment can undermine post-merger performance, even when financial indicators appear promising. Regulatory bodies such as the Competition Authority of Kenya and industry-specific associations should therefore mandate cultural due diligence as part of M&A approval processes. Additionally, policies should encourage post-merger cultural audits and capacity-building programs to support cultural assimilation, leadership alignment, and organizational learning across merged entities.

### **5.4.2 Contribution to Management**

For organizational leaders, especially in dynamic service sectors like tourism, the study provides actionable insights into how specific cultural elements can be leveraged to enhance performance during periods of organizational change. The positive impact of hierarchical culture suggests that clarity in roles, standardized procedures, and control systems is critical for stabilizing operations post-merger. At the same time, the influence of adhocracy culture affirms the need to foster innovation, risk-taking, and flexibility - qualities that empower organizations to

adapt and thrive amid disruption. Therefore, managers must pursue a dual-strategy approach, combining structure with agility. Practical steps include conducting regular cultural diagnostics, investing in leadership development programs that promote cultural intelligence, and establishing feedback systems that capture staff sentiment and adaptability during integration phases. Managers should also institutionalize continuous learning cultures, enabling the workforce to evolve alongside strategic shifts.

### **5.4.3 Contribution to Knowledge**

From an academic standpoint, this study offers meaningful contributions to the growing body of literature on organizational culture and performance, particularly in post-M&A contexts within Africa. It validates and extends the Competing Values Framework (CVF) by empirically testing the differential effects of the four cultural types on performance in a real-world merger scenario in the Kenyan tourism industry. This provides context-specific evidence that complements and challenges prior studies conducted in Western or manufacturing-heavy environments. Furthermore, by employing the Balanced Scorecard (BSC) to capture multidimensional aspects of performance - financial, customer, internal process, and learning - the study advances the methodological discourse on how organizational outcomes should be measured post-merger. It encourages scholars to move beyond linear models and consider the interplay of multiple cultural traits, environmental contingencies, and sectoral characteristics in explaining performance dynamics.

### **5.5 Limitations**

Although the study provides meaningful insights into how organizational culture affects performance in a post-merger service sector setting, it does have some limitations. Primarily, it depended heavily on self-reported survey responses, which, while effective in capturing personal perceptions, may be subject to social desirability bias or the respondents' subjective views on culture and performance. Second, the cross-sectional research design limits the ability to draw definitive conclusions about causality or to observe how cultural influences on performance may evolve over time. Longitudinal designs would be more appropriate for capturing such dynamic interactions, particularly in the context of mergers where cultural

integration is an ongoing process. Third, the study was confined to a single organization within the tourism sector, limiting the generalizability of findings across different industries or institutional settings. Variations in organizational size, regulatory environments, or industry-specific cultural norms could yield different results. Additionally, the exclusive use of quantitative methods may have constrained the depth of cultural insights, especially with regard to subtle or informal practices that are better captured through qualitative inquiry.

## **5.6 Suggestions for Further Studies**

Following from the current findings, future research could adopt longitudinal methodologies to track the cultural integration process over time and evaluate how its alignment or misalignment affects performance outcomes in the long term. This would provide a richer understanding of the temporal dimensions of culture-performance dynamics, particularly in post-merger environments. Moreover, comparative studies involving multiple organizations across different sectors - such as healthcare, education, logistics, or finance - would enhance the external validity of the findings and uncover sector-specific cultural imperatives. To address the limitations of self-reported data, future studies should consider integrating qualitative approaches, such as in-depth interviews, ethnographic observations, or focus group discussions, which can reveal underlying cultural narratives, symbolic practices, and power dynamics that are not easily quantified. Finally, there is an opportunity for further exploration of hybrid or evolving cultural forms that may not neatly fit within the four quadrants of the Competing Values Framework. Such inquiry would deepen theoretical understanding and better reflect the lived realities of modern organizations navigating complex cultural landscapes.



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## **APPENDIX I: LETTER OF INTRODUCTION**

RE: Introduction to Research Study on Organizational Culture and Performance

Dear Participant,

I hope this message finds you well.

My name is Gerishen Katieno, a postgraduate student at Strathmore University, currently undertaking a research project as part of the requirements for the completion of my degree. The study is titled:

“Organizational Culture and Performance in Post-Merger Settings: A Case Study of Basecamp Explorer”

The purpose of this study is to explore how various dimensions of organizational culture – namely Clan, Adhocracy, Market, and Hierarchical cultures – impact performance, particularly in the context of organizational mergers. This research is guided by the Competing Values Framework and the Balanced Scorecard, and seeks

to provide meaningful insights to inform both academic and practical approaches to post-merger integration.

You have been selected as a participant based on your involvement with Basecamp Explorer, and I kindly invite you to complete the attached questionnaire. Your responses will be crucial in helping to assess cultural dynamics and their effect on organizational outcomes.

Please be assured that:

Participation is entirely voluntary.

All responses will be handled with strict confidentiality and anonymity.

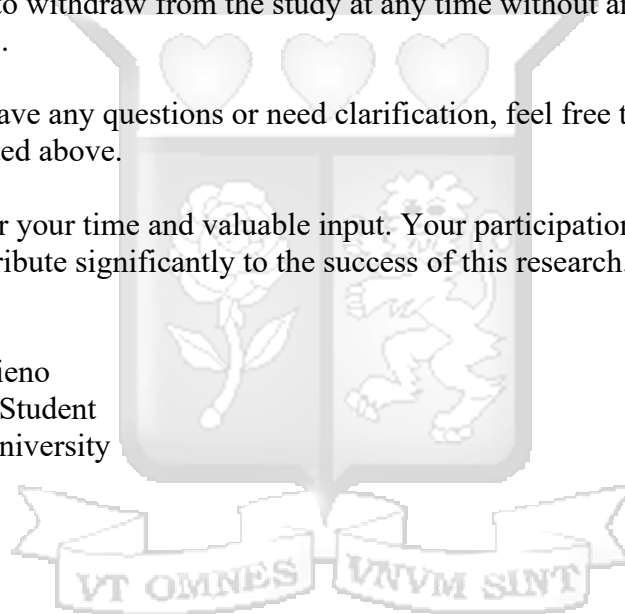
The information you provide will be used solely for academic purposes.

You are free to withdraw from the study at any time without any negative consequences.

Should you have any questions or need clarification, feel free to contact me via the details provided above.

Thank you for your time and valuable input. Your participation is greatly appreciated and will contribute significantly to the success of this research.

Sincerely,  
Gerishen Katieno  
Postgraduate Student  
Strathmore University



## APPENDIX II: QUESTIONNAIRE

### Questionnaire

#### Section A: Demographic Information

Please provide the following information:

1. Gender:
  - Male
  - Female
2. Age:

- 18-25
- 26-35
- 36-45
- 46-55
- 56 and above

3. Department

- Executive
- Management
- Human Resources
- Rooms Division
- Sales & Reservations
- Safari Guiding
- Finance
- Safety & Security
- Repairs & Maintenance
- F&B -Service & Production
- Sustainability
- Marketing & Communications

4. Years of Service:

- 3-6 years
- 7-10 years
- More than 10 years

5. What is your role in the organization?

- Managerial
- Non-managerial

**Section B: Clan Culture**

Please indicate your level of agreement with the following statements about the clan culture at your organization.

Key: Strongly Disagree (1) SD, Disagree (2) D, Neutral (3) N, Agree (4) A, Strongly

Agree (5) SA

	SD	D	N	A	SA
The organization fosters a culture where teamwork and collaboration are integral to achieving goals, encouraging					

employees to work collectively, share knowledge, and support one another in creating a cohesive and productive work environment					
The organization cultivates a strong sense of family and belonging, where employees feel valued, supported, and connected to one another, creating a nurturing environment that promotes loyalty and mutual respect.					
Employee participation in decision-making is highly valued, with the organization actively encouraging staff to contribute their ideas, provide feedback, and play an integral role in shaping policies and strategies, fostering a sense of ownership and empowerment.					
The organization places a high priority on personal commitment, recognizing and rewarding employees' dedication, loyalty, and alignment with its values and mission, which are seen as essential to driving collective success.					

### Section C: Adhocracy Culture

Please indicate your level of agreement with the following statements that focus on the adhocracy culture at your organization.

	SD	D	N	A	SA
The organization encourages innovation and risk-taking.					
Creativity is highly valued in the organization.					
The organization is flexible and adapts quickly to changes.					
The organization supports entrepreneurial initiatives.					

### Section D: Market Culture

	SD	D	N	A	SA
The organization is highly competitive and achievement					

oriented.					
The organization prioritizes customer satisfaction and retention.					
Meeting performance targets is highly emphasized in the organization.					
The organization values competitive positioning in the market.					

### Section E: Hierarchical Culture

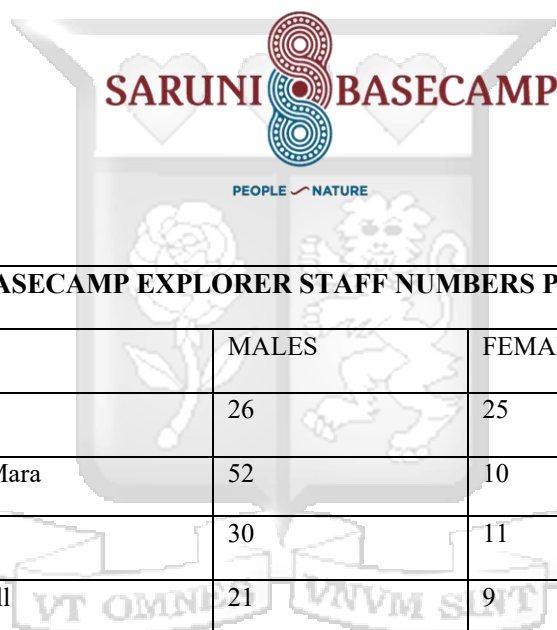
	SD	D	N	A	SA
The organization has well-defined structures and procedures.					
There is a clear chain of command within the organization.					
The organization values stability and predictability.					
Formalization and control mechanisms are emphasized in the organization.					

### Section F: Organizational Performance

	SD	D	N	A	SA
The organization has achieved consistent revenue growth, driven by strategic initiatives, enhanced operational efficiency, and a focus on delivering value to its customers, contributing to its financial stability and market competitiveness.					
Customer satisfaction has significantly improved, reflecting the organization's commitment to providing exceptional service, addressing customer needs effectively, and maintaining high standards of quality across all touchpoints.					
The organization has streamlined its internal business					

processes, leveraging technology and best practices to enhance productivity, reduce redundancies, and ensure seamless operations across departments.					
The organization has prioritized employee growth by offering robust development programs, training opportunities, and resources, enabling staff to enhance their skills, advance their careers, and contribute more effectively to organizational goals.					

### APPENDIX III: SITES



BASECAMP EXPLORER STAFF NUMBERS PER CAMP				
S/NO	CAMP	MALES	FEMALES	TOTAL
1.	Head Office	26	25	51
2.	Basecamp Masai Mara	52	10	62
3.	Saruni Eagle View	30	11	41
4.	Saruni Leopard Hill	21	9	30
5.	Basecamp Wilderness	15	3	17
6.	Basecamp Adventure	5	2	7
7.	Saruni Mara	33	7	40
8.	Saruni Wild	13	4	17
9.	Hilltop Dorobo	2	0	2
10.	Basecamp Mara Houses	19	2	21
11.	Saruni Samburu	44	13	67
12.	Saruni Rhino	7	4	11
	<b>TOTAL</b>	<b>276</b>	<b>90</b>	<b>366</b>

**APPENDIX IV: NACOSTI LICENSE**





REPUBLIC OF KENYA

Ref No: 963089

RESEARCH LICENSE



This is to Certify that Mr. Gerishen Katiemo 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, Narok, Samburu on the topic: The Effect of Corporate Culture on Organizational Performance: A Case-of Basecamp Explorer Kenya for the period ending; 11/March/2026.

License No: NACOSTI/P/25/416753

963089

Applicant Identification Number



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 11/March/2025

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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See overleaf for conditions

**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.

**CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of international treaties of which Kenya is a signatory to.
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
  - i. Endanger national security
  - 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
3. The License is valid for the proposed research, location and specified period.
4. Neither the license nor any rights thereunder are transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
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.

National Commission for Science, Technology and  
Innovation (NACOSTI),  
Off Waiyaki Way, Upper Kabete,  
P. O. Box 30623 - 00100 Nairobi, KENYA  
Telephone: 020 4007000, 0713788787, 0735404245  
E-mail: dg@nacosti.go.ke  
Website: www.nacosti.go.ke

## APPENDIX V: ETHICAL CLEARANCE



3<sup>rd</sup> March 2025

Mr Katieno Gerishen,  
gerishen.katieno@strathmore.edu

Dear Mr Katieno,

**RE: The Effect of Corporate Culture on Organizational Performance: A Case of Basecamp Explorer Kenya**

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2619/25**. The approval period is from **3<sup>rd</sup> March 2025 to 2<sup>nd</sup> March 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Ambrose Rachier".

**Mr Ambrose Rachier,**  
**Chairperson; SU-ISERC**