

Examining the Impact of Work Processes on Employee Performance at Multimedia University of Kenya

Macdonald Ouko Ogambi, MA Graduate, Multimedia University of Kenya

Okumu Collince, PhD Student, University of Nairobi

DOI: <https://doi.org/10.5281/zenodo.18886805>

Abstract

The study aimed to address how work processes can influence the performance of employees in Multimedia University of Kenya (MMU). This research used a descriptive mixed-design methodology, which used data gathered via questionnaires and interviews on a sample of MMU's academic and non-teaching employees. The study was supported by the Theory Z described by William Ouchi that focuses on the contribution of the powerful adaptive organizational culture (with all its processes) to the development of commitment and productivity. The analysis showed that there was a strong positive correlation between streamlined work processes and the performance of the employees. In particular, the effectiveness and transparency of the institutional work processes were identified to be positively related to the key performance indicators including punctuality of performing tasks, compliance with the quality standards, and general job satisfaction. The inefficient or bureaucratic processes were observed as the possible drawbacks to productivity, whereas simplified or lean processes helped to reduce bureaucratic resistance and give more time to employees to be involved in their key capacities. The results emphasize the fact that the allocation of the operational flow within the university is key to converting the organizational purposes into the beneficial one of individual performance. The study recommends that Multimedia University of Kenya should invest continuously in the re-engineering process and practices that will keep all the work procedures transparent, logical, and efficient. This is in response to operational excellence which is crucial to the retention of a high performing and engaged workforce.

Keywords: Work process, employee performance, Organizational culture, Higher education, Multimedia University of Kenya, Theory Z.

Introduction

The pursuit of high employee performance is a universal and critical goal for all organizations especially in institutions of higher learning such as Multimedia University of Kenya (MMU). With the growing competitive and dynamic educational environment, an inspired and productive workforce is the key driver towards attainment of institutional objectives which include quality training, research and innovation. As such, the concept of defining what determines employee performance and what are the factors that affect it has become a fundamental concept in the study of human resource management and organizations.

This research work is anchored in the view that organizational performance is a direct indication of organizational culture. This culture is an intricate web of shared values, beliefs and practices that are combined to guide employee behavior. This study is based on the premise of well-known organizational theories, which hold that employee performance is not dependent on absolute individual competence but is affected significantly by the organizational environment and that is theorized in the study by three main factors: organizational values, leadership styles, and work processes. The overall study, to which this study belongs, aimed at evaluating the collective effects of these factors on the labor force within MMU.

As much as the organizational culture is recognized to be an important component in organizations, most organizations have the tendency of overemphasizing factors such as reward systems at the expense of key structural and operational factors within organizations. Similar to most other institutions of higher learning in the country, Multimedia University of Kenya is in a complicated regulatory and resource landscape in which efficiency and service provision is at the centre stage. Thus, a systematic investigation of the internal mechanisms should be conducted to find improvement levers. This paper is particularly concerned with how the work processes influence employee performance at Multimedia University of Kenya.

Work processes are the blueprint of operations in the organization, the laid down sequence of steps and operations that work is done. All such processes govern administrative (e.g. procurement, budgeting) as well as core academic (e.g. student admission, research management) processes. Standardized, efficient and clear processes are important because they: Minimize ambiguity and role conflict so that employees are aware of the manner and time of how to execute their roles. Use the least wastage of time and resources through the removal of duplication. Make sure that all outputs are consistent and of quality.

On the other hand, long or poorly structured procedures may result in frustrations, time wastages, and huge loss of employee morale, which eventually affects performance adversely. With the aim of achieving this goal, the research aimed at equipping the management and policymakers of MMU with evidence based information on how operational processes can be streamlined in order to encourage greater levels of staff productivity and institutional efficiencies.

Theoretically, the study is based on the Theory Z developed by William Ouchi, which emphasizes on the organizational philosophy, long-term employment and the collective decision-making, which are essentially achieved and provided on well-established and running work processes.

Literature Review

Work processes are conceptualized as generative structures that can produce a wide variety of different patterns or sequences of events (Fararo & Skvoretz 1984; Pentland, 1985). Organizational work processes differ in time and space where although most them are visible, are invisible. Thus, while a process may generate a sequence of events, the particular events and sequences are an artifact of the point of view on a process (Curtis et al. 1992; Pentland 1999).

Role-oriented organization aim at being guided by reason and order in their undertakings. In contrast to the despotic autocracy of power-oriented organization, it is primarily based on legality, legitimacy and responsibility (Harrison, 1982). Although hierarchy and status are strongly emphasized, this attitude is attenuated by its orientation toward legitimacy and legality. Work is controlled by job descriptions, definitions of competences, communication rules and conflict regulations whose planned results are achieved on the precepts of strict adherence to underlying procedure. Personal power is disapproved of in role culture, and expert power is tolerated only within the expert's special field. Power is based on the position concerned and will exert massive influence on its environment, as is the case in monopolistic or oligopolistic market situations. Requirements for change, however, are perceived only very slowly (Harrison, 1982).

Employees sharing the same values with their organizations are more devoted to their organizations, satisfied with their jobs and are less likely to quit their jobs (Bretz & Judge ,1993; Chatman ,1989,1991; Meglino et al., 1989; O'Reily et al.,1991). In contrast to the task, power and role culture, people-oriented organizations primarily satisfy their members' requirements (Harrison, 1982). Authority is avoided where possible. In decision-making, consensus methods are preferred. Leadership or control is impossible in this culture type. The advantage of this organizational culture is seen in the enhanced individual freedom and motivation. A shortcoming may be the very restricted influence of executives (if they exist at all in such a culture).

A task-oriented organization's highest value focuses on achieving a superior goal (Harrison, 1982). Any obstacles factors are eliminated and individual members who do not have the skills or technical knowledge to perform a certain task are retrained or replaced. Competitive struggles are rare in this type of culture. Influence is exerted through expert power. Authority is only considered as legitimate as long as it rests on reasonable knowledge and competence. It is illegitimate if only based on power or position. Compared with the power culture, role culture and people culture, influence is broadly based. A task culture is highly flexible to the changing environment and market places. It will be successful where sensitivity and creativity are more important than specialization (Handy, 1978). It becomes problematic where specialization is required to solve difficult problems.

Work processes serve as essential guidelines or references for performing tasks efficiently within government agencies and organizations. Tjipto (2013) describes work processes as tools for performance evaluation, structured around technical, administrative, and procedural indicators, ensuring alignment between tasks and

established procedures and systems in specific units. Well- defined work processes provide clear instructions and standards that employees can follow, leading to increased efficiency and effectiveness. These processes help eliminate ambiguity, reduce errors, and ensure that tasks are completed consistently and accurately, which, in turn, boosts employee performance (Tjipto, 2013).

Work processes also serve as benchmarks for performance evaluation. By having standardized procedures, managers can assess employee performance based on how well tasks are executed in alignment with these processes (Ariefraf, 2013). This alignment enhances productivity and ensures that employees are working towards the organization's vision and mission in a structured and measurable manner. Furthermore, structured work processes promote accountability and professional development. When employees clearly understand their responsibilities and the steps involved in their tasks, they are more likely to meet performance expectations and improve their skills over time. This contributes to both individual growth and overall organizational success (Armylookfashion, 2013). In summary, clear work processes are directly linked to improved employee performance by providing structure, enabling consistent task execution, and allowing for effective performance appraisal and accountability.

Methodology

The adopted methods including design used, study site and population, sampling, data collection, analysis, presentation, ethical considerations, pilot study, and validity of the research instrument are explained in this section. Convergent parallel mixed design with a descriptive approach was used for the study. Kothari (2004) recommends this design because of its characteristics of allowing recording, analysis, reporting, as well as portrayal of conditions which exist. Nachmias and Nachmias (2007) postulates that a descriptive research design is used to obtain information on the position of phenomena to describe what exists with respect to variables in a situation, by asking individuals about their perceptions, attitudes, behavior, values or opinions. This research design helped the researcher understand opinions and perceptions of the respondents on how the organization culture affects employee performance at MMU.

The study was conducted at the Multimedia University of Kenya which is one of the 35 chartered Public Universities according to the Commission for University Education website 2024. According to figures from the Multimedia University of Kenya Human Resource department, the university has 378 employees, who are the target population, 264 are administrative staff while the remaining 114 are academic staff. A sampling frame is a complete list of all the cases in the population from which a sample size is drawn (Saunders et al., 2009). Sampling frame included staff obtained from the Human Resource department at the Multimedia University of Kenya. The study employed stratified random sampling as a probability sampling method. The researcher settled on this because of its high accuracy level as well as avoidance of bias as compared to simple random sampling technique (Chatterjee & Diaconis, 2018). The respondents were divided into 39 stratus of administrative and academic staff at Multimedia University of Kenya. This was after the population which is 378 is defined, deciding on the relevant sample size for each stratum and randomly sampling from each stratum by calculating the mean, median, and mode of each stratum and comparing them to identify patterns or differences between groups. The researcher employed a non-probability sampling method, which is purposive sampling. The eight heads of department were selected so as to include only subjects that would provide useful data.

According to Mugenda and Mugenda (2003), a sample size of 30% of the population is representative of the population. To ensure accuracy of estimate, a confidence of 95 percent was used in sampling. This means that the accuracy of results is estimated in terms of confidence level where it indicates a degree of certainty and falls within a given range of values (Wimmer & Dominick, 2011). 194 respondents were sampled from a population of 378 MMU members of staff. The study employed the Slovin (1960) formula to determine the sample size.

Survey method was adopted to collect qualitative data. Semi-structured questions were used in this study because they offered an increased response rate and are easily coded and analyzed, while open ended questions are useful in providing more information because they enable respondents to express their thoughts freely and spontaneously (Saunders et al., 2005). Besides the questionnaires, interviews were conducted to collect qualitative data from key informants. These interviews were conducted face to face. Telephone and online meetings were held because of the researcher's physical disability. The interviews were scheduled in advance with time adhered to. All the

interview sessions each lasting 20 minutes were recorded on tape with permission from the interviewees. Primary data was collected through the use of questionnaires and interviews. Closed ended questions, used the five-point Likert-type scale, ranking from 1 (Strongly agree) to 5 (Strongly disagree). Interviews were also conducted with the selected heads of department in the university. The interview guide was used to collect data on research question i to iv. Interviews were conducted with the heads of sections from the various departments.

Before beginning the data collection process, approvals to conduct the research were sought from the MMU as well as the National NACOSTI. The respondents were notified of the purpose of the study and a request to participate in the research made to them. As a result of mobility challenges because of the researcher's physical disability, research assistants helped with physical questionnaires distribution while most of the questionnaires were distributed through the internet. Soft copy questionnaires developed using Google forms and shared through WhatsApp and email. To ensure the researcher achieved an appropriate response rate, follow-ups were done through Short Message Service (SMS), emails and phone calls. Voluntary participation, anonymity, and confidentiality were observed. Similarly, the respondent could withdraw at will and were allowed to conceal information that they considered to be private and sensitive. The researcher used codes instead of the respondents' names to ensure confidentiality. The information provided by one respondent was not exposed or shared with another participant whatsoever and was strictly used for the research. The study was guided by acceptable research standards taking into consideration the respondents rights including recording all interview sessions on tape with permissions from the interviewees.

According to Mugenda and Mugenda (2003), a pilot study with a sample of 10% of the total sample with similar characteristics is appropriate. Pilot testing helps in determining the adequacy of a research instrument to recommend corrective actions before actual research. Cohen et al. (2007) record that a pilot study is in fact an imitation and tryout of the main study. Pilot study was conducted at the Multimedia University of Kenya Julious (2005) noted that a sample size of 12 respondents for a pilot study is ideal. This study, therefore, was pre-tested among 12 respondents who were excluded from the main study. Out of the 12 respondents, 3 interviews were conducted while the remaining 9 questionnaires were distributed to the respondents. Reliability measures a research instrument's adequacy in providing a similar outcome when applied on a different population. It is the degree to which a research instrument produces consistent results or data after repeated trials (Orodho, 2012). Reliability was ascertained using the test-retest procedure which administered the questionnaire to the same target respondents and comparing the similarity in the findings. The questionnaire was reliable because it achieved the same result while conducting the pilot test on samples in the same study area while observer error will be taken care of by this research through the use of a highly structured interview schedule. Validity concerns with the internal consistency underlying study variables such that relevant outcomes are obtained per objective. According to Mugenda and Mugenda (1999), validity is the accuracy and meaningfulness of explanations, which are based on the research results. Both content and face validities were adopted to measure research instrument's validity. Content validity examined the closeness in responses of the study variables to result in relevant outcomes. The validity of this study was also ensured through the selection of the study area, sampling of the respondents, and piloting of the research instrument.

The study assessed the impact of organizational culture on employee performance in MMU. The three aspects that guided this study were organization value, leadership styles and work processes with the aim of understanding how these elements impact employee performance in MMU and eventually make recommendations on how best the three values can be used to influence employee performance positively.

The data gathered was edited and cleaned to eliminate errors, inconsistencies, and outliers for descriptive and inferential statistics. Through coding, the qualitative data was transformed into quantitative information to enable successful analysis using the SPSS Version 26 software. SPSS helped to measure central tendencies; relationship between variables and to what extent independent variables affected the dependent variable. Inferential analysis tools made corollaries about the population from which the sample was selected (Leavy, 2017). Correlation analysis to determine variable relationships constituted the inferential in this study. And results presented in figures and tables. According to Amin (2005) descriptive statistics provides the techniques of numerically and graphically presenting information that gives an overall picture of the data collected. The final constituent in the interview design process was the interpretation of data gathered during the interview process. During this phase,

the researcher must make “sense” out of what was just uncovered and compile the data into sections or groups of information, also known as themes or codes (Creswell, 2003, 2007). These themes or codes are consistent phrases, expressions, or ideas that were common among research participants (Kvale, 2007). According to Kvale (1996), a structured interview, which may yield numerical data, can be reported succinctly in tables and graphs, whilst an open-ended interview which would yield word-based accounts, may be presented in the form of narratives.

Findings

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std
I understand the standard work procedures at MMU	44%	38%	11.3%	5.3%	1.3%	1.820	.93
MMU has clearly spelt out standard work procedures	30%	39.3%	14.7%	11.3%	4%	2.195	1.11
The work processes positively affect employee performance at MMU	21.3%	39.3%	18%	12%	5.3%	2.327	1.14
Work procedures are controlled by job description, definition of competencies, communication rules and conflict regulation	22%	33.3%	17.3%	15.3%	12%	2.620	1.31
Adhering to prescribed rules and procedures leads to high employee performance.	26%	34.7%	20.7%	20.7%	4.6%	2.367	1.15
MMU management satisfies its employees work requirements.	5.3%	19.3%	24%	23.3%	28%	3.493	1.24
The work procedures impact employee performance at MMU	18.7%	42.7%	21.3%	10%	7.3%	2.447	1.13
MMU work procedures adhere to regulatory requirements, industry standards, or internal policies	15.3%	36%	28%	11.3%	9.3%	2.633	1.16
MMU work procedures encourage employee involvement, satisfaction, and commitment	10%	28%	26.7%	24%	11.3%	2.987	1.18
MMU work procedures are effectively communicated to the employees	12.6%	33.3%	25.3%	13.3%	15.3%	2.853	1.26
MMU work procedures enable timely decision making.	12%	29.3%	28.7%	19.3%	10%	2.859	1.17
MMU mechanisms for collecting and analyzing feedback from employees regarding work processes.	12%	12%	31.3%	19.3%	24%	3.318	1.30

Table 1: Work Process: Source: Researcher (2024)

Table 1 indicate critical role that work processes play within MMU. The data revealed a range of perspectives among the respondents, highlighting both strengths and potential areas for improvement. The study revealed a relatively high percentage of respondents who either strongly agree or agree that they understand the standard work procedures at MMU. 44% of the respondents strongly agreed while 38% of the respondents agreed with this statement .30% strongly agreed while 39.3% of the respondents agreed that MMU had clearly defined these procedures. This suggests a generally positive perception of the clarity and communication of work processes within the organization.

However, there appears to be a more diverse range of opinions regarding the impact of work processes on

employee performance. While a considerable 21.3% strongly agreed and 39.3% of respondents agreed that work processes positively affect employee performance, a notable 18% remained neutral, and 17.3% either disagreeing or strongly disagreeing with this statement. This variation in perspectives underscores the complex relationship between work processes and employee productivity. The data also highlights the perceived role of work procedures in areas such as adherence to job descriptions, competency definitions, communication rules, and conflict regulation. 22% strongly agreed while 33.3% of the respondents agreed that work procedures are controlled by these factors, 15.3% agreed as 12% strongly disagreed. This may indicate potential areas for improvement in terms of aligning work processes with established guidelines and regulations.

Interestingly, the findings revealed a somewhat divided perception regarding the extent to which MMU's management satisfies employee work requirements. 5.3% of respondents strongly agreed while 19.3% agreed that their work requirements are met, 23.3% agreed and 28% strongly disagreed with this statement. This discrepancy could point to potential areas for improvement in terms of better understanding and addressing employee needs and expectations. The data further suggests the need for improvement in areas such as employee involvement, satisfaction, and commitment to work procedures, as well as effective communication of these procedures and enabling timely decision-making. In each of these areas, notable percentages of respondents either disagree or remain neutral, indicating potential areas for enhancement.

The analysis of the mean and standard deviation in the data revealed key insights into employee perceptions of work procedures at MMU. The lowest mean (1.820) corresponds to "I understand the standard work procedures at MMU," indicating a generally positive sentiment among employees regarding their understanding of procedures. This suggested that, overall, employees feel well informed about the processes they are expected to follow, which is a fundamental aspect of operational efficiency. Conversely, the highest mean (3.493) is associated with "MMU management satisfies its employees' work requirements," reflecting more negative sentiments, as a higher mean on this scale suggests disagreement. Employees were unsatisfied with how management addresses their work-related needs, suggesting a potential disconnect between employee expectations and management's ability to meet them. The standard deviations, which range from 0.9274 to 1.3091, reflected varying levels of consensus among respondents. A lower standard deviation for understanding work procedures (0.9274) suggested that responses are relatively consistent, with most employees sharing similar views. In contrast, a higher standard deviation for the statement on work procedure control (1.3091) indicated more diverse opinions, suggesting that employees do not have a uniform experience or understanding of how work procedures are managed.

Most statements show means between 2.3 and 3.0, indicating a general tendency toward neutral or slightly positive agreement. However, lower means for statements regarding procedure clarity, positive impacts on performance, and adherence to procedures indicate potential areas for improvement. These findings suggest that while employees generally understand the procedures, they may not perceive them as effective or clear, signaling a need for better communication and alignment between work processes and employee performance. Qualitatively, the examination of work processes shed light on the hierarchical structure of MMU, involving leaders in each department providing general guidance as guided by university management. Standard work procedures, such as exam processing, were outlined, with an emphasis on the precision and clarity of outcomes. Informant 3 also agreed by saying that:

“Role-oriented cultures often provide clear job descriptions, well-defined responsibilities, and structured reporting lines. This clarity can reduce ambiguity, helping employees understand their roles and expectations”

However, the general work culture was described as poor by informant 5, indicating potential areas for improvement. Task-oriented culture, identified in one department by informant 3 is seen as promoting accountability among employees, although there's room for improvement. This highlights the importance of aligning organizational culture with accountability mechanisms. Additionally, the need for better-defined and organized tasks and improved demonstration of task-oriented skills by managers and leaders indicates potential gaps in task clarity and managerial support. For instance, informant 1 stated that:

“The admission section often cultivates a culture that resonate with the University's vision, mission, values, and the expectations of its workforce. Regular audits, assessments, feedback mechanisms, and a commitment to

continuous improvement are used and they contribute to a positive and effective organizational culture”

The research study identified a positive correlation between work processes and organizational culture. Optimized work processes, characterized by clarity, adherence to standards, and employee involvement, contribute to a positive organizational culture (Saraih et al., 2019). Thus, this implied that MMU’s work processes had a positive impact on employee performance. However, there are areas that the university management need to work on like aligning work processes with employee’s needs. This emphasizes the needs for organizations to invest in streamlining and enhancing their work processes for improved employee performance.

Conclusion

The analysis indicates a noteworthy positive correlation between work processes and employee performance at MMU. This signifies that the procedures and systems in place within the university are not only essential for operational efficiency but also play a crucial role in shaping the overall performance. Optimized work processes, characterized by clarity, adherence to standards, and employee involvement, contribute significantly to fostering a positive employee performance. The study identified specific aspects of work processes that have a substantial impact on employee performance. This includes the presence of clear standard operating procedures, effective communication of work requirements, and mechanisms for collecting and analyzing feedback from employees. Organizations often underestimate the role of streamlined and employee-friendly work processes in contributing to a positive employee performance. This study highlights the need for institutions, including public universities, to pay attention to the design and communication of their work processes as a strategic component for shaping employee performance.

Recommendation

The study establishes a positive correlation between work processes and employee performance. To enhance employee performance, MMU should focus on optimizing work processes. This involves clarifying standard operating procedures, promoting employee involvement in process improvement, and ensuring that work procedures align with regulatory requirements and industry standards. Streamlining work processes contributes not only to organizational efficiency but also to a positive cultural environment. With the changing landscape of work, future researchers can investigate how the shift to remote work such as online education influences organizational culture and its subsequent impact on employee performance. This is particularly relevant in the context of technological advancements and the increasing prevalence of remote work arrangements.

References

- Agwu, M. O. (2014). Organizational culture and employees' performance in the National Agency for Food and Drugs Administration and Control (NAFDAC) Nigeria. *Global Journal of Management and Business Research*, 14(2), 1–9.
- Ahmad, S. M. (2012). Impact of organizational culture on performance Management Practices in Pakistan. *Business Intelligence Journal*, 5(1), 50–52.
- Allaire Y., & Firsirotu, E. (1984). Theories of organizational culture. *Organization Studies*, 5(3), 193–226.
- Aluko, M. (2003). The Impact of Culture on Organizational performance in Selected Textile Firms in Nigeria. *Nordic Journal of African Studies*, 12(2), 164–179.
- Atiku, S. O., Fields, Z., & Abe, E. (2017). Cultural values and human resource outcomes in the Nigerian banking industry. *SPOUDAI- Journal of Economics and Business*, 67(2), 26–46.
- Black, R. J. (2003). *Organizational culture: creating the influence needed for strategic success*. Universal-Publishers.

- Box, W. R., Odom, R. Y., & Dunn, M. G. (1991). Organizational values and value congruency and their impact on satisfaction, commitment, and cohesion: An empirical examination within the Public Sector. *Public Personnel Management, 20*(1), 195–205.
- Deal, T. E., & Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Addison-Wesley Publishing Company.
- Enz, C. A. (1988). The role of value congruity in intra-organizational power. *Administrative Science Quarterly, 33*(2), 284–304.
- Geertz, C. (1973). *The interpretation of cultures*. Basic Books, Inc., Publishers.
- Johnson, K. M. (2009). The influence of organizational values on profitability. [Doctoral dissertation, Auburn University].
- Julious, S. A. (2005). Sample size per group rule of thumb for a pilot study. *The Journal of Applied Studies in the Pharmaceutical Industry, 4*(4), 287–291.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques* (3rd ed.). New York: New Age International.
- Mckinono, F. (2003). The effects of organizational culture on employee psychological attachment. *Journal of Managerial Psychology, 15*(2), 126–146.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: quantitative and qualitative approaches*. Acts press.
- Multimedia University of Kenya. (2017). *Strategic Plan (2017-2021)*.
- Munyambu, J. (2015). Relationship between Culture and Performance: A Case Study of Del Monte Kenya Limited. *International Journal of Management and Commerce Innovation, 3*(1), 274–291.
- Muya J. N., & Wesonga, J. N. (2012). The Impact of organizational culture on performance of educational institutions. *International Journal of Business and Social Science, 3*(8), 211–217.
- Omega P, M. (2012). The perceived relationship between organizational culture and employees' job satisfaction at Kenya Commercial Bank. [Master's Thesis, University of Nairobi].
- Onyango, D, O. (2014). The influence of organizational culture on employee job performance: A case study of Pacis Insurance Company Limited. [Master's Thesis, United States International University, Africa].
- Orodho J. A. (2002). *Techniques of writing research proposals and reports in education and social sciences*. Masola Publishers.
- Ouchi, W. G. (1981). *Theory Z: How American business can meet the Japanese challenge*. Addison-Wesley Pub (Sd).
- Pacanowsky, M., & O'Donnell-Trujillo, N. (1983). Organizational communication as cultural performance. *Communication Monographs, 50*, 126–147.
- Pathiranage, Y. L., Jayatilake, L. V., & Abeysekera, R. (2020). Case study research design for exploration of organizational culture towards corporate performance. *Review of International Comparative Management/Revista de Management Comparat International, 21*(3), 361–372.

- Ravasi, D., & Schultz, M. (2006). Responding to organizational identity threats: exploring the role of organizational culture. *Academy of Management Journal*, 49(3), 433–458.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Financial Times Prentice Hall.
- Tjipto, F. (2013). [Missing title and source, cited for work processes as performance evaluation tools].
- Udegbe, S. E., Afobunor, S. A., & Udegbe, M. I. (2016). Exploring the relationship among organizational culture, customer satisfaction and performance in multinational corporations in Nigeria. *Australian Journal of Business and Management Research*, 1(11), 78–92.
- Udin, M. J., Luva, H., & Hossan, M. (2013). Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63.
- Wimmer, R. D., & Dominick, J. R. (2011). *Mass media research: An introduction* (9th Ed.). Wadsworth Cengage Learning.