INFLUENCE OF CLAN CULTURE ON PERFORMANCE OF PUBLIC UNIVERSITIES IN WESTERN KENYA

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ABSTRACT

This study assessed the influence of clan culture strategy on performance on performance of public universities in western Kenya. The study was guided by social exchange theory. The study targeted 226 respondents comprising of 27 top management, 86 deans of schools, 9 in charge strategic department, 95 senior assistant administrators and 9 students' president in all the nine universities in western Kenya. Stratified random sampling was used in selecting a sample size of 144 respondents. Primary data was collected with the help of questionnaires. Pilot study was done at Moi university. Reliability was tested using Cronbach's alpha and validity was tested using experts and factor analysis. Data was analyzed using both descriptive and inferential statistics. Descriptive statistics comprised of mean, standard error and standard deviation. Binary logistic regression showed that clan culture strategy had a positive and significant influence on performance of public Universities in western Kenya. Western Kenya Universities and other public institutions would benefit from this study since it highlighted the key clan culture initiatives essential to their top performance, survival, and growth. Higher education institutions would find significant value in using this information as a guide when making decisions on strategic management. It was therefore concluded that adoption of clan culture strategy improves performance of public Universities. It was recommended that that management of universities should be adaptable and should rely on flexible controls and procedures.

Key Words: Clan Culture, Public Universities in Kenya, Employee Participation, Teamwork

INTRODUCTION

Many universities in the current century have adopted a strategy of organizational culture in order to improve their performance. Due to the perception that performance is correlated with organizational culture, organizational culture has grown to be a significant part of day-to-day organizational functioning over the recent decade. Organizational culture strategy is a collection of common mental presumptions that direct interpretation and conduct in organizations by defining appropriate behavior in a range of circumstances. Organizational culture is descriptive, has recurring traits, may identify one organization from another, and incorporates factors affecting individuals, groups, and organizational systems. There are three primary requirements needed to create a proper culture in order to support long-term performance: The culture needs to be strong in order for people to care about what is important, strategically relevant, and capable of adapting to changing conditions (Elsbach & Stigliani, 2018).

Qatar institutions of higher learning like colleges and universities were reported to have low organizational performance. Cases of employees' conflict resolution were reported to be very low. Efficiency and effectiveness of employee work performance were established to be low. Most of the institutions are now struggling to adopt organization culture to be used as a strategy of helping the management to strategically solve the issues and improve the organizational performance of colleges and universities (Al-Sada, Al-Esmael, & Faisal, 2017).

In Nigeria, it was discovered that the strategic culture of the organization had a direct impact on how well it performed. According to reports, workers would perform better if their organization's standards and values were shared by all of its members. The success tales of well-known organizations demonstrate that a prolonged competitive advantage can be linked to ongoing internal innovation through a set of shared norms, values, and beliefs within the company. These ideals serve as a representation of an organization's culture and serve as a foundation for its management procedures. It has a significant impact on how decisions are made, policies are created, leadership styles, and the general working environment inside a business. Strong cultural values are seen to encourage innovation, internal flexibility, better use of human resources, and long-term strategic goals (Gorondutse & Hilman, 2019).

In Kenya, an important element that has been found to have a significant impact on the successes and failures of organizations in a variety of ways is organizational culture, a well-known but also quite complicated concept. Institutional performance has been more significantly impacted on service delivery as a result of rising competition in the higher education market and insufficient government financing. To ensure there is good performance in the universities and the service delivery is effective and efficient, institutions have realized the benefit of organizational culture as s strategy of ensuring the employees work together in unison to ensure effective and efficient service delivery (Abubakar, Elrehail, & Alatailat, 2019).

In Kenya, the existing rigidity of university performance has been found to negatively affect its operations. Universities are currently the subject of unheard-of levels of public scrutiny and face difficulties with their operations, including: an increase in the number of students, a lack of resources, staff turnover, inadequate capital expenditures, labor disputes, and "brain drain." Larger workloads for the staff as a result of an increase in student enrollment have an impact on performance. Adoption of organizational culture has been spearheaded by the management to help institutions curb the challenges they are facing (Mailu, Ntale, & Ngui, 2018).

Statement of the Problem

Organizational culture is a popular and very complex concept that has been identified as an influential factor affecting the successes and failures of organizations in diverse ways. Adoption of organizational culture strategy in universities is expected to motivate employees and encourage them to perform their tasks, enable the university to offer high quality services to the employees and students, enable the university management to handle employees and students complains and at the same time solve conflicts arising (Paais & Pattiruhu, 2020). Despite adoption of organization culture strategy public universities employees are unable to handle large workload led by increased number of students, there is high staff turnover and unsolved staff and students

complains. According to Universities Academic Staff Union, (2020), Maseno University was embroiled in a legal tussle with lecturers over allegations of imposing a huge workload on them without consultations. Among complains raised, the university only settled 40% of the staffs complains while the remaining goes unsolved. According to Rajan, (2019), Masinde Muliro University of Science and Technology experienced a high staff turnover of 10% of its staffs due to unsolved compalins and conflicts that existed for a long period of time. Due to the above-mentioned cases, employee turnover in many universities have increased, most of the universities brand images have been destroyed and student enrollment in some Universities have declined due to poor services offered. Many studies conducted so far have focused on organizational culture and performance of different organizations, but the aspect of using clan culture as a strategy of improving universities performance have been left out. Therefore, there was need for a study to establish the influence of clan culture on organizational performance of public universities in western Kenya.

Objective of the Study

The objective of the assess the influence of clan culture on performance of public universities in western Kenya. The study's hypothesis was;

- **H_{01}:** There is no significant influence of clan culture on performance of public Universities in western Kenya

LITERATUIRE REVIEW
Theoretical Review

Social Exchange Theory

This theory was developed by Homans in 1958. According to social exchange theory, relationships between people in organizations are formed through a cost-benefit analysis process. In other words, it's a measurement designed to assess an individual's contribution to a person-to-organization association. The evaluation of a relationship's benefits and drawbacks may yield information that can ascertain if someone is putting too much exertion into a relationship. According to exchange theory, these transactions are psychological agreements. In contrast to a legal contract, a psychological contract is an unwritten agreement between the employee and the organization that specifies what they expect to give and receive from each other.

As per social exchange theory, the relationship between the organization and the employee involves both social and economic exchange. Social exchange refers to voluntary actions that may result from an organization's treatment of its employees in exchange for an expected obligation on the part of the employees to reciprocate the organization's fair treatment. Economic exchange, on the other hand, refers to the provision of economic benefits in exchange for employees' efforts and is frequently outlined in formal and legally enforceable contracts (Cosmides, 1989).
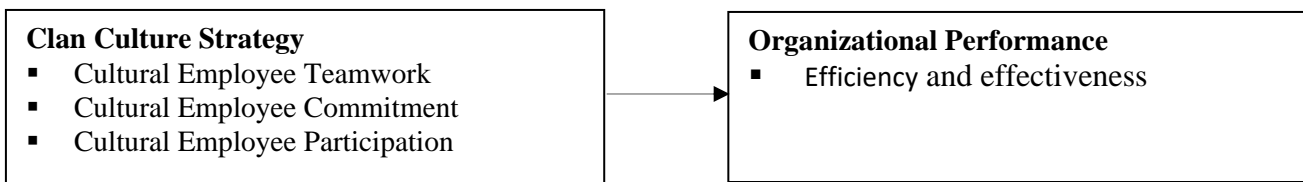
Employees join organizations with the expectation of finding a work environment where they can use their knowledge and skills to achieve their goals and desires, according to exchange theory. Employee perceptions of favorable exchange relationships with their organizations are expected to lead to increased organizational commitment as a result (Cropanzano & Mitchell, 2005). Similarly, an employee's commitment to an organization may increase based on his or her perception of rewards in relation to costs. Reduced organizational commitment, on the other hand, is likely to be the result of insufficient rewards in exchange for the employee's effort (Long, 2011).

The basis of social exchange theory is built on several key assumptions about human nature and relationship dynamics. The first assumption is that humans prefer rewards over punishments. Another tenet is the assumption that when a person begins an interaction, he or she is motivated by the question "what's in it for me?" A third assumption is that people usually calculate the profit and cost before engaging in any activity. Finally, the theory assumes that people understand that the "payoff" will vary from person to person as well as over time with the same person (Li, 2015).

One of the difficulties confronting equity theory is how organizations deal with inconsistencies in equity that emerge when these comparisons are present. For example, when there is a large disparity in remuneration, key performers recognize high equity when making self-comparisons, whereas average and low performers recognize low equity when making social comparisons (Harden, Boakye, & Ryan, 2018). In some cases, however, the costs of perceived unfairness among the latter group can outweigh the benefits of perceived equity among the former (Fan, Mahmood, & Uddin, 2019).

This theory was chosen to guide this study because it would aid in determining the conditions under which Kenyan universities can create clan culture strategy for various categories of employees through strengthening the relationship between university employees and the university.

Conceptual Framework

Clan Culture Strategy ▪ Cultural Employee Teamwork ▪ Cultural Employee Commitment ▪ Cultural Employee Participation	→	**Organizational Performance** ▪ Efficiency and effectiveness

Independent Variable   **Dependent Variable**
Figure 1: **Conceptual Framework**
Source: **Researcher Conceptualization**

Clan Culture Strategy

Clan culture strategy is a type of corporate strategy that creates culture which values commitment, participation, and allegiance to create a collaborative, family-like environment. Its horizontal structure that is comprised of close-knit teams of employees who strongly identify with the organization's vision and mission and unite around a common goal. The term "clan culture" refers to social and cultural clans of individuals who unite over consensual ancestry or a specific kinship (Chege, Gichunge, & Muema, 2022).

In this type of organizational culture, management is adaptable and does not rely on strict control and procedures. There are rules, but they are more socially than formally instilled. Teams work autonomously and with a high degree of trust to decide how to complete tasks. Employees are at ease speaking freely and sharing knowledge, and leaders value their feedback (Chennattuserry, 2022).

The indicators that were used to measure clan culture include; cultural employee teamwork, cultural employee commitment and cultural employee participation. These indicators helps to explain how culture is adopted in the university and its effect to the performance of the universities.

Organizational Performance

The ability of an organization to achieve its goals by utilizing resources in an efficient and effective manner is referred to as organizational performance. It's also the ability of an organization to achieve its goals and objectives is referred to as organizational performance (Gachagua & Kinyua, 2022).

According to Misigo, Were, and Odhiambo, (2019), organizational performance is the degree to which a company's work mission is met, as measured by work outcomes, intangible assets, customer relationships, and quality services. Organizational performance is defined as an organization's ability to achieve its objectives effectively and efficiently using available human and physical resources (Njuri, 2019). This definition justifies organizations using objective performance criteria when evaluating employees' work-based performance. This is also useful in evaluating organizational goal achievement and developing strategic plans for the organization's future performance.

The performance of the universities will be measured using the effectiveness and efficiency in the organization. This implies doing the right things within the stipulated time with low costs. This will help to know whether the performance of the universities is as per the expected.

Empirical Review

Njagi, Kamau, and Muraguri, (2020), established the impact of clan culture as a strategy implementation agent in Kenyan professional bodies. A census of all professional bodies was conducted, with a sample of key respondents drawn at random. From a target sample of 168 respondents from 28 professional bodies, the study received 132 completed structured questionnaires for analysis. Multiple linear regression analysis with the SPSS computer package and regression models was used to test the hypothesis. Clan culture strategy, according to the study findings, has a positive and significant impact on the implementation of various professional organizations in Kenya.

Chege, Gichunge, and Muema, (2022), conducted a study to determine the effect of the role culture implementation approach on university performance in Kenya. The study took a descriptive research approach, and its target population included 444 senior university employees from Kenya's 74 accredited universities. The data was analyzed using descriptive and inferential statistics. The findings suggested that clan culture had an impact on university performance.

Chennattuserry, (2022), determined the effect of clan culture on leadership and strategic emphases: expectations among school teachers in India. The study received 273 responses from teachers who were polled. Questionnaires were used to collect data for the study. Purposive sampling was used in the study. The descriptive and inferential statistics were used to analyze the study. Minimum, maximum, mean, and standard deviation were all included in descriptive. Correlational and regression analysis were used as inferential statistics. According to research, clan culture significantly affects organizational culture.

Xiong, Wang, Cui, and Wang, (2021), carried out a study to investigate the effect of clan culture on business performance in Asian private-owned enterprises: The Case of China. The study applied case study research design. The study target population was employees of private-owned companies in china. The study used primary data which was collected by use of questionnares. Stratified sampling technique was used to select the required population. Collected data was analysed through descriptive and inferential statistics. The findings of the study indicated that clan culture has a positive and significant effect on business performance of Asian private-owned businesses.

Oboreh, (2020), carried out a study to investigate the effect of clan culture on firm performance in selected Multinational Companies in South-South Nigeria. The study applied descriptive research design. The study targeted employees of Multinational companies in south-south Nigeria. The study used purposive sampling to come up with sample size of 391. The study used primary data which was collected by use of questionnares. The collected data was analysed by descriptive and inferential statistics. The study findings indicated that clan culture has negative and significant effect on fim performance of selected Multinational Companies.

METHODOLOGY

The study employed positivist research philosophy, which holds that reality is stable and can be observed and described from a neutral point of view without interfering with the phenomena being studied. The study adopted descriptive research. The study targeted 226 respondents comprising of; 27 top management, 86 deans of schools, 9 in charge strategic department, 95 senior assistant administrators and 9 students president in all the nine universities in western Kenya. The study adopted Yamane's formula in determining a sample size of 144. Stratified random sampling were used to select 144 respondents comprising of 17 top management, 55 deans of schools, 6 in charge strategic department, 60 senior assistant administrators and 6 students from all the categories. The researcher collected primary data with the help of closed ended questionnaires that was administered to the respondents. The questionnaires were informed of a five point Likert scale helped in data

collection. Closed ended questionnaires were more appropriate since they are less costly, respondents find it easier to answer, it is easier to be administered and evaluated by the respondents. Cronbach`s alpha coefficient was used to determine internal consistency. Validity was tested through expert analysis and content analysis.

Collected data was cleaned, sorted and coded before entering to statistical package for social science for data analysis. Both descriptive and inferential statistics were used for data analysis. Descriptive statistics comprised of mean, standard error and standard deviation while inferential statistics comprised of binary logistic regression and correlational analysis. Data was presented using tables.

FINDINGS

Descriptive Statistics

This part contains descriptive statistics of the questionnaires issued to the respondents in the county governments of western Kenya. The questionnaires were measured on a Likert scale to acquire information concerning clan culture strategy and organizational performance.

Clan Culture as a Strategy and Organizational Performance

University management empowers employees and facilitate their participation, commitment and loyalty
The study focused on determining whether university management empowers employees and facilitate their participation, commitment and loyalty. From the findings, majority of the respondents agreed and strongly agreed (67.0%) that university management empowers employees and facilitate their participation, commitment and loyalty. This implied that in many public universities, employees are empowered and their participation and commitment is facilitated. This may encourage these employees to be proactive in the University and perform the activities efficiently and effectively. Empowered employees may be able to perform most of the activities in the organization without supervision. Through employee empowerment Universities may be able achieve they strategic plan within the shortest time as most of the employees may be ready to work without any due influence. In few Universities, employees are not empowered and facilitated to work. This may discourage employees in this organizations who may in turn fail to deliver their duties.

Employee empowerment improves organizational performance

The respondents were asked to give their views regarding whether employee empowerment improves organizational performance. The results showed that most of the respondents agreed (67.1%) that employee empowerment improves organizational performance. This implied that empowerment of employees' gives employees' powers to perform their duties without supervision. This might improve employee confidence and give them authority make decisions that benefit the organizations. Employees may be able to cultivate a sense of accountability as they know that if something goes wrong they may be responsible. A high degree of autonomy may make employees more willing to work hard through putting more efforts into their tasks hence improving organizational performance.

Employees value teamwork rather than individualism

The respondents were asked to give their opinion regarding whether employees value teamwork rather than individualism. The study showed that a great number of the respondents agreed and strongly agreed (68.8) that employee's value teamwork rather than individualism. This depicted that teamwork among employees is high valued in many public Universities. Teamwork may make employees with diverse skills, experience and different ways of thinking to come together and combine their skills and come up with new ideas for the benefit of the organization. Teamwork in the organization may promote good working relationship among employees as it may create healthy competition that may led to better outcomes. The few respondents who disagreed implies that employee's in few Universities do not value teamwork rather than individualism. In these few Universities, employees may face challenges relating to personal growth and job satisfaction.

Employees teamwork improves university performance

The respondents were asked to establish whether employees' teamwork improves university performance. The findings showed that employees' teamwork improves university performance. This was evidenced by majority of the employees who agreed with the statement with 65.1%. This implied teamwork among employees may help in bringing multiple minds together. Multiple minds working together may be able to tackle difficult task and achieve better results and offer better solution and recommendations to the management than individuals working alone. Members in a team may be able to avoid future occurrence of errors and may be able to gain insight from differing perspectives hence delivering services in the organization efficiently and effectively which therefore improves organizational performance.

The university emphasizes on sharing of the same values, beliefs and goals in order to effectively and efficiently coordinate organizational activities

The study sought to access whether the university emphasizes on sharing of the same values, beliefs and goals in order to effectively and efficiently coordinate organizational activities. The findings showed that from 109 respondents 9.2% strongly disagreed, 11.9% disagreed, 8.3% remained neutral, 37.6% agreed and 33.0% strongly agreed that the University emphasizes on sharing of the same values, beliefs and goals in order to effectively and efficiently coordinate organizational activities. This implies that in many Universities there was no sharing of values, beliefs and goals. This may make it difficult for the employees to come together and tackle the university agenda together. This may also limit employee teamwork which therefore will led to poor performance in delivering services to the employees' stakeholders. In few universities respondents agreed that there is sharing of values, beliefs and goals. This make these employees to learn from one another and come together for the benefit of achieving organizational strategic plan with effective and efficient manner.

Employees are encouraged to be participate in the university activities

The study aimed at accessing the state of whether employees are encouraged to be participate in the university activities. From the findings majority of the respondents agreed that employees were encouraged to be participate in the university activities. This implied that employees are given chance of engaging on different activities within the University. This may encourage employees to be all round and learn many activities that they can apply in improving the performance of the University. Participating in University activities may help the University to divide its activities to employees to work on and plan to achieve effectively.

Employee participation in the university activities improves their performance

Concerning the question asked to respondents on whether employee participation in the university activities improves their performance, the findings showed that majority of the respondents agreed and strong agreed with 40.4% and 33.0% respectively that employee participation in the university activities improves their performance. This implies that employees' participation in University activities assists them in keeping them up-to-date regarding the progress of the university. Participation in University activities gives employees a sense of belonging to the university. As a result, employees may have a greater responsibility for their work and therefore will be able to achieve greater results thus improving university performance.

The management is adaptable and does not rely on strict controls and procedures

Respondents were asked to give their views on whether the management is adaptable and does not rely on strict controls and procedures. The findings showed that from 109 respondents, majority of them were indifference (56.9) that the management is adaptable and does not rely on strict controls and procedures. This implies that the management in most of the public University is not adaptable and has strict controls and procedures. This may limit the university from obtaining different responses and ideas from the employees and other stakeholders that may help in easy achievement of organizational goals and objectivities. In few universities, the management is adaptable and does not have strict controls and procedures. This implied that good values and creativity from the employees that may benefit the organization is welcomed.

Employees feel free and open to express their thoughts and opinions

Regarding the question on whether employees feel free and open to express their thoughts and opinions, the findings showed that from 109 respondents, a great number disagreed at 57.8% that employees feel free and open to express their thoughts and opinions. This implied that in many public university's employees were not allowed to express their thoughts and opinions. This may discourage employees from engaging the organizational activities as they may feel unrecognized. These employees may lack a sense of belonging in the University and may not have the morale of working towards achievement of organizational goals and objectives. In few public universities, employees feel free to express their thoughts and opinions. This may make these employees encouraged and feel sense of belonging seeing their opinions helping the university progressing well.

There is high level of agreement among members in the organization

The study sought to establish the opinion of the respondents regarding whether there is high level of agreement among members in the organization. The findings showed that most of the respondents at 55.0% strongly disagreed, disagreed and remained neutral with the statement that there is high level of agreement among members in the organization. This implied that in many universities, employees agreed. This may reduce teamwork in the organization as those who disagreed may not feel to work together. Reduction of teamwork may lead to poor working environment in the university hence making it difficult to achieve tasks that require teamwork. In few Universities there is high level of agreement in the University. This may promote unity and may make it easy to achieve organizational goals and objective easily.

Organizational Performance

University services are delivered in an efficient and effective manner

The respondents were asked a question with the aim of determining their opinion regarding whether University services are delivered in an efficient and effective manner. From the findings, majority of the respondents strongly disagreed, disagreed and remained neutral that University services are delivered in an efficient and effective manner. This implied that in many public universities' services are not efficiently and effectively delivered. This meant that the customers and other stakeholders in the university may not be receiving quality services. This may make the University to lose important people due to its poor performance. In few Universities services are efficiently and effectively delivered. This implies that University employees perform their duties effectively and efficiently with the purpose of enabling the University meeting its core objectives.

The University provides high quality services

The study focused to establish whether the University provides high quality services. The findings showed that from 109 respondents, 14.7% strongly disagreed, 28.4% disagreed, 13.8% remained neutral, 19.3% agreed and 23.9% strongly agreed that the University provides high quality services. This implies that in many public Universities the services offered were not of high quality. This implies that the employees may not be empowered and given a chance to express their selves hence gaining a sense of self belonging in the organization. The few respondents who agreed implies that in few Universities, quality services are provided. This indicates that in this Universities, there is good relationship between employees and the management hence enabling the employees to offer quality services.

The University always solve disputes among employees

Concerning the question of whether the University always solve disputes among employees, opinions of the respondents were sought and from the findings, a great number of the respondents disagreed (56.0) that the University always solve disputes among employees. This implies that in most of the public Universities, disputes among employees were not solved. This may ruin the relationship between the employees hence leading to poor working relationships. Poor working relationships may make employees unable to deliver services to the organization effectively and efficiently leading to poor performance within the University.

Staff and students' complaints are minimal

The responses of the respondents to establish their views regarding whether staff and students complains were minimal were sorted. The findings showed that majority of the respondents at 56.0% disagreed that staff and students complain are minimal. This depicted that in many public Universities, complains from staffs and students are high. This may be due to poor services offered to students. The students complain may also be due to their issues not taken into considerations. The high complains from the staffs may be due to huge workload given to them. This may make employees to work for long time leading to delivery of poor-quality services.

There is Customers satisfaction in the university

The question regarding whether there is customer satisfaction was asked to determine the views of the respondents. Results showed that there was no customer satisfaction in the university. This was evidenced by high number of respondents at 62.4% who disagreed with the statement. This indicates that the services offered by most of the Universities are not satisfactory. This may be due to poor quality of services offered by the employees. Poor customer satisfaction may make other customers like students fail to apply to be admitted in this Universities. The University may then have low students admitted. In few Universities the level of customer satisfaction is high implying that customers obtain high quality services from the University.

The number of students' enrollment in the university is increasing

The study focused to assess the opinion of the respondents regarding whether the number of students' enrollment in the university is increasing. From the findings, majority of the students at 62.4% agreed that the number of students' enrollment in the university is increasing. The high number of students joining most of these Universities that not necessarily mean the performance of universities are good. It implies the number of students qualifying for university entry is increasing hence high number of students enrolling to universities. High number of students enrolling to universities implies that there may be increase in workload to the staffs who may in turn be unable to handle the high number of students.

Employee performance is closely monitored by the university

Respondents were asked whether employee performance is closely monitored by the university. From the findings, majority of the respondents agreed at 70.6% that employee performance is closely monitored by the university. This implies that in many public Universities the performance of employees is not monitored. This may create room for employees concentrating on their own personal activities rather than the organization activities. This may therefore translate to poor quality of services offered by the employees in the university. Employees who are not monitored may even fail to offer services in the organization and this may lead to poor organizational performance.

There is effective and efficient utilization of university resources

The respondents were asked on whether there is effective and efficient utilization of university resources. The results showed that a great number of employees at 56.0% disagreed that there is effective and efficient utilization of university resources. This implies that in many public Universities the utilization of resources is not in an efficient and effective manner. This shows that most of the resources in the universities are used for the benefit of individuals rather than for the benefits of the organizations. It also indicates that resources in most of the Universities are misappropriated corrupt employees. In few Universities, resources are utilized efficiently. This implies that most of the employees utilize the resources for the benefit of achieving organizational goals and objectives.

The University achieves its goals in an efficient and effective manner

The study aimed at assessing the views of employees regarding whether the University achieves its goals in an efficient and effective manner. From 109 respondents, 19.3% strongly disagreed, 22.0% disagreed, 16.5% remained neutral, 19.3% agreed and 22.9% strongly agreed that the University achieves its goals in an efficient and effective manner. This implied that most of the universities do not achieve its goals in an efficient and effective manner. This may be due to poor plans laid by the university in achieving its strategic goals. In few

Universities, the achievement of goals was in efficient and effective manner. This implied that good plans are laid by the organization to achieve the laid down goals. It may also employee that the employees of the organization work together for the achievement of the university goals.

There are no cases of staff turnover in the university
Respondents were asked on whether there were no cases of staff turnover in the university. The responses from the respondents conducted showed that majority of the respondents disagreed that there are no cases of staff turnover in the university. This implies that in most of the universities, there are cases of employee turnover. This implies that the employees within the Universities are not treated well in the organization. The university may fail to reward hardworking employees who may feel wasted and decide to move to other organizations. The university may not be giving employees' freedom to express and make their own decisions. This may make employees irritated hence they may decide to look for another job that they may be satisfied and have a sense of belonging.

There is efficiency and effectiveness of service delivery in the University
The respondents were asked to determine whether there is efficiency and effectiveness of service delivery in the University. From the findings the respondents agreed and disagreed at 47.7% and 52.3% respectively that there is efficiency and effectiveness of service delivery in the University. The majority of the respondents who disagreed implies that in many public universities the services delivered was not effective and efficient. This implied that the services deliverance was slow and of poor quality. Delivery of inefficient and ineffective services may not satisfy the customers and others stakeholders in the University.

Inferential Statistics

Binary Logistic Regression

Clan Culture Strategy and Performance Omnibus Tests of Model Coefficients
Omnibus Tests of Model Coefficients was used to assess whether the model on clan culture and organizational performance in public Universities in western Kenya exhibit goodness of fit to the data. This was accompanied by a null hypothesis that that the model does not exhibit goodness of fit to the data. The findings were illustrated in Table 1 below.

Table 1: Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	127.369	10	.000
	Block	127.369	10	.000
	Model	127.369	10	.000

Source: Study Data

From the findings in Table 1 above, the chi square value is 0.000. This value is less than 0.05 depicting that model of clan culture strategy and organizational performance exhibit goodness of fit to the data. Therefore, the study rejected the null hypothesis.

The study used model summary to help in explaining the level variation in organizational performance that was caused by clan culture strategy. The model summary results is as shown in Table 2.

Table 2: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	209.185[a]	.227	.297

Source: Study Data

From the findings, Cox & Snell R Square had a value of 0.227 implying that 22.7% variation in organizational performance in public Universities was caused by clan culture strategy and the remaining percentage was caused

by other factors not in the model. The Nagelkerke R Square had a value of 0.297 implying that 29.7% variation in organizational performance was caused clan culture strategy while the remaining percent was caused by other factors not captured in the model.

The constructs illustrated in table 3 below were used in establishing the effect of clan culture strategy on organizational performance of public Universities in western Kenya.

Table 3: Variables in the Clan Culture Strategy and Organizational Performance

		B	**S.E.**	**Wald**	**Sig.**	**Exp(β)**
	Empowers	.481	.141	3.411	.011**	1.618
	Empowerment	-.092	.151	.371	.990	.912
	Teamwork	.574	.109	27.731	.097	1.775
	Improves	.136	.125	1.184	.192	1.146
	Sharing	.381	.119	2.313	.004**	1.464
Step 1[a]	Activities	-.263	.089	8.732	.103	.769
	Participation	-.074	.151	.241	.134	.929
	Adaptable	.197	.188	1.098	.471	1.218
	Opinions	.173	.181	.914	.012**	1.189
	Agreement	.139	.193	.519	.003**	1.149
	Constant	-3.855	.569	45.901	.000	.021

Source: Study Data

From the results in Table 3 above, the following regression equation is generated;

Y= -3.855 + 0.481 Empowers + 0.381 Sharing + 0.173 Opinions + 0.139 Agreement……… (1)

Empowers as one of the constructs of clan culture strategy was established to have a significant influence on performance of public Universities in western Kenya. This was evidenced by a significance value that was less than a probability value of 0.05. Empowers had β =0.481 implying that the log likelihood that efficiency and effectiveness of service delivery will improve when management of the university empowers employees is 0.481. Empowers also had Exp (β) =1.618 the odd likelihood of efficiency and effectiveness improving in public Universities when management empowers its employees is 1.618 times.

Sharing had β =0.381with a significance value of 0.04 which was less than a p value of 0.05 implying there is a significance influence of sharing values, beliefs and goals on performance of public Universities. Therefore, the log likelihood that efficiency and effectiveness of services delivery improving in public Universities in 0.381. Sharing had Exp (β) =1.464 implying that the likelihood that efficiency and effectiveness of services delivery improving is 1.464 times.

Opinions was found to have a significant influence on performance of public Universities in western Kenya. This is supported with a significance value of 0.012 that is less than a p value of 0.05. Opinion had β =0.173 indicating that when employees feel free and open to express their thoughts and opinions, efficiency and effectiveness of services delivery will improve by 0.173. Opinions had an Exp (β) =1.189. This depicts that the odds/likeli hood that efficiency and effectiveness improving is public universities is 1.189 times.

Agreement had β =0.139 with a significance value of 0.003 that is less than a p value of 0.05 indicating a significance influence of agreement among employees on performance of public Universities. Agreement also had an Exp (β) =1.149 indicating that when there is agreement among employees in public universities, efficiency and effectiveness of service delivery will improve by 1.149 times.

Constructs such as empowerment, teamwork, improves, activities, participation and adaptable had a significance value of 0.990, 0.097, 0.192, 0.103, 0.134 and 0.479 respectively. These significance values were all less than

a p value of 0.05 implying that there is no significance influence of teamwork, improves, activities, participation and adaptable on performance of public universities in western Kenya.

The results showed a constant of -3.855 with a significance value of 0.00 being less than a p value of 0.05. This implies that the constant was statistically significant. The constant implies that when public Universities have not adopted clan culture strategy, the log likelihood that efficiency and effectiveness of service delivery reducing is 3.855. The constant also had an Exp (β) = 0.021 that is less than 1 indicating that in absence of clan culture strategy efficiency and effectiveness in public University will reduce. The Exp (β) = 0.021 implies that the odds/likelihood that there will be reduction in the level of efficiency and effectiveness when clan culture strategy is not adopted in public Universities in western Kenya is 0.021 times.

Discussion of the Findings

The objective of the study was to assess the influence of clan culture on performance of public universities in western Kenya. It was linked on the null hypothesis that there is no significant influence of clan culture on performance of public Universities in western Kenya.

Clan culture strategy had β =2.906 and Wald of 65.524 with a p value of 0.001. This indicated that clan culture strategy had a statistically significant influence on performance of public Universities in western Kenya. Therefore, the null hypothesis that there is no significant influence of clan culture on performance of public Universities in western Kenya was rejected. This implies that the log likelihood that efficiency and effectiveness will improve when clan culture strategy is adopted in public Universities is 2.906. The Exp (B) =18.284 implies that the odds/likelihood that efficiency and effectiveness will improve is 18.284 times when clan culture strategy is adopted in public Universities than when it is not adopted.

This study finding resonated the results of the study done by Njagi, Kamau, and Muraguri, (2020) who established that Clan culture strategy has a positive and significant impact on the implementation of various professional organizations in Kenya. Also the findings from the study done by Chege, Gichunge, and Muema, (2022) and found that clan culture had a significant impact on university performance.

CONCLUSION AND RECOMMENDATIONS

The objective of the study was to evaluate the effect of clan culture strategy on organizational performance of public universities in Western Kenya. The study objective was based on the null hypothesis that clan culture strategy has no significant effect on performance of public universities in Kenya. The correlational results indicated that clan culture strategy had positive and significant link with performance of public universities in western, Kenya. This was evidenced by correlation coefficient of 7.371 with p-value of 0.000. The regression analysis of the study indicated that clan culture strategy had significant effect on performance of public universities in western, Kenya. This was supported by a β =2.906 with a p value of 0.001<0.05.

Correlational analysis showed a correlation coefficient of 7.371 with a p value of 0.000<0.05. This depicted that there is a strong positive and significant relationship between market culture strategy and performance of public Universities in Western Kenya. This also supported with a regression coefficient of 2.906 with a p value of 0.001<0.005. This depicts that there is a significant influence of market culture strategy and performance of public Universities in Western Kenya. It is therefore concluded that clan culture strategy had a positive and significant influence on performance of public Universities in Western Kenya.

From the descriptive statistics, majority of the respondents agreed that University management does not empower employees and facilitate their participation, commitment and loyalty. It is therefore recommended that University management should empower employees and facilitate their participation, commitment and loyalty. This will encourage employees to be proactive in the University and perform the activities efficiently and effectively.

A great number of respondents agreed that the management of universities is not adaptable and rely on strict controls and procedures. It was therefore recommended that management of universities should be adaptable and should rely on flexible controls and procedures. This will enable the university to obtaining different responses and ideas from the employees and other stakeholders that may help in easy achievement of organizational goals and objectivities.

Most of the respondents agreed that there is low level of agreement among members in the organization. The university management should ensure disputes between employees are solved and good relation between employees instilled. This would lead to conducive working environment in the university that will make it easier to achieve tasks that require teamwork.

Areas of Further Study

Future studies could focus on theoretical issues, the exploration of new conceptual questions, and the execution of further empirical studies to improve on the findings' conclusions. The following section goes into greater depth about these prospective areas of further study.

- Additional variables in the model could be explained by introducing new moderators into the hypothesized relationships. It has been proposed that indecision moderates the relationship between logistics management and firm performance.
- Other researchers can focus on other factors not in the model explaining the variation in performance.
- Future researchers can focus on clan culture strategy on other higher educational sectors like Teachers Training Colleges, Technical and Vocational Education Training and Private universities in other parts of Kenya.
- The study was conducted on universities in western part of Kenya hence further studies can be conducted on public universities in Kenya for conclusive results.

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