



**INFLUENCE OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF
AGENCIES CONSTITUTING THE NATIONAL COUNCIL ON THE
ADMINISTRATION OF JUSTICE IN KENYA**

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Abstract

Strategic management enables organizations to respond effectively to changing environments while focusing on long-term goals. One of the critical drivers of successful strategy implementation is organizational culture, which encompasses shared values, beliefs, and behavioral norms that influence how work is done within institutions. This study assessed the influence of organizational culture on the performance of agencies constituting the National Council on the Administration of Justice (NCAJ) in Kenya. Despite the existence of strategic plans, NCAJ agencies have continued to face challenges such as systemic inefficiencies, low prosecution success rates, and unequal access to justice—issues that are often rooted in or exacerbated by cultural barriers. A descriptive correlational survey research design was employed, utilizing both qualitative and quantitative data. The target population consisted of 36 institutions under the NCAJ, and a sample of 164 respondents was selected from top and middle-level management using the Yamane formula. Data were gathered using semi-structured questionnaires and supplemented with secondary data from institutional reports. Instrument reliability and validity were confirmed through pilot testing, Cronbach's alpha, and exploratory factor analysis. Findings indicated a significant positive relationship between organizational culture and the performance of NCAJ agencies. Specifically, a strong culture that promotes collaboration, accountability, shared values, and adaptability contributed to enhanced coordination, employee morale, and effective service delivery. The study concluded that embedding a performance-oriented culture is essential for the success of justice sector reforms. Recommendations include fostering inclusive organizational values, promoting internal communication, and supporting leadership behaviors that reinforce a positive culture. This study contributes to the literature on public sector strategy execution and offers practical insights for justice sector policymakers aiming to build more responsive and performance-driven institutions.

Key Words: Organizational Culture, Performance, Agencies Constituting the National Council on the Administration of Justice (NCAJ)

Background of the Study

Strategic management is a comprehensive and dynamic process that integrates analysis, formulation, and implementation to help organizations achieve long-term performance and sustainability (Hill, Jones, & Schilling, 2022). While strategic formulation lays the groundwork by defining organizational vision, mission, and goals, it is the implementation phase that often determines the success or failure of strategic initiatives. Strategy implementation requires careful alignment of various internal elements, including leadership, structure, resources, and—importantly—organizational culture (Grant, 2021; David & David, 2021).

Organizational culture refers to the shared values, beliefs, norms, and assumptions that influence how members of an organization behave and make decisions. It acts as a guiding force that shapes organizational behavior, affects employee motivation, and drives operational practices (Hill et al., 2022). A culture that promotes innovation, openness, accountability, and collaboration is more likely to support successful implementation of strategic plans. Conversely, a rigid, hierarchical, or change-averse culture can hinder implementation, cause resistance among staff, and ultimately lead to underperformance (David & David, 2021; Judiciary of Kenya, 2022).

The role of organizational culture is particularly significant in the public sector, where bureaucracy, tradition, and political influences can deeply entrench cultural norms that resist reform (OECD, 2021). In justice sector institutions—such as courts, law enforcement agencies, and prosecution departments—the internal culture often determines how effectively strategies for reform are executed. A culture that fosters commitment, shared purpose, and adaptability can help these agencies overcome systemic inefficiencies, streamline processes, and improve access to justice (UNODC, 2021).

In the Kenyan context, the National Council on the Administration of Justice (NCAJ) was established as a high-level inter-agency platform to coordinate justice sector reforms. The NCAJ comprises both state and non-state actors and has developed strategic plans intended to enhance judicial efficiency, combat corruption, and ensure inclusive access to justice in line with the goals of Vision 2030 (Judiciary of Kenya, 2022; National Council on the Administration of Justice, 2021). However, despite the existence of these plans, implementation challenges persist. Research shows that institutional culture within many NCAJ member agencies remains hierarchical and risk-averse, resulting in resistance to change and delayed execution of reforms (Isaac, Nkaabu, & Muema, 2021; Transparency International, 2022).

Globally, countries such as Canada and Norway have demonstrated that reforms in the justice system are more effective when supported by cultures that encourage innovation and participatory decision-making (Gottschalk, 2021; Government of Canada, 2022). These jurisdictions have integrated cultural change into their reform strategies, leading to improved staff engagement and better service delivery outcomes. In contrast, Kenya's justice sector has yet to fully address the cultural undercurrents that slow down reform. Issues such as internal communication breakdowns, top-down leadership practices, and lack of employee empowerment are symptoms of a culture misaligned with strategic goals (Kenya National Commission on Human Rights, 2021; NCAJ, 2022).

Given these realities, this study seeks to assess the influence of organizational culture on the performance of agencies under the NCAJ. Specifically, it investigates how internal cultural traits—such as adaptability, employee involvement, shared values, and openness to innovation—impact the effectiveness of strategy implementation and service delivery within justice institutions. The study further explores how aligning culture with strategy can help overcome systemic barriers and enhance institutional responsiveness, ultimately contributing to better governance and access to justice for all Kenyans.

Statement of the Problem

The effective administration of justice is a cornerstone of democratic governance, fundamental to upholding the rule of law, safeguarding human rights, and promoting national stability. In Kenya, the National Council on the Administration of Justice (NCAJ) was established under Section 34 of the Judicial Service Act (No. 1 of 2011) as a coordinating body to oversee justice sector reforms and improve service delivery across institutions such as the Judiciary, police, prosecution, and correctional services (Judiciary of Kenya, 2022). The NCAJ is tasked with enhancing inter-agency collaboration, addressing systemic inefficiencies, and driving reforms through structured strategic plans such as those developed for the periods 2021–2024 and 2021–2026. However, despite these efforts, significant challenges remain in the implementation phase, thereby limiting the realization of strategic objectives (NCAJ, 2022).

A persistent concern in the justice sector is the ineffective implementation of strategic plans, which continues to manifest through long case backlogs, prolonged trials, low conviction rates, and limited access to legal aid—particularly for vulnerable and marginalized populations (Transparency International, 2022; Kenya National Commission on Human Rights, 2021). The criminal justice system has often been criticized for being inaccessible, bureaucratically rigid, and unresponsive to public expectations, thus undermining trust and institutional legitimacy. These challenges are exacerbated by poor coordination among justice agencies, resource inadequacies, and organizational cultures that resist change and discourage innovation (Judiciary of Kenya, 2022).

Although prior research acknowledges that factors such as strategic leadership, resource capacity, organizational structure, and organizational culture are essential to successful strategy execution (Isaac, Nkaabu, & Muema, 2021), empirical investigations into how these drivers influence performance within public institutions in Kenya—particularly within constitutional justice agencies—remain limited. Most existing studies have focused on private enterprises or large multinational organizations, overlooking the unique challenges facing public service institutions where legal mandates, governance constraints, and cultural resistance to change are deeply entrenched (Nwachukwu, Hieu, Chladkova, & Fadeyi, 2019; Buya, 2019).

Furthermore, many existing frameworks fail to consider how organizational culture operates within and interacts with regulatory environments. In the justice sector, culture often shapes how rules are interpreted, how staff engage with institutional reforms, and how agencies collaborate—or fail to collaborate—on cross-cutting mandates (Ginter, Duncan, & Swayne, 2021). Yet, few studies have examined how a reform-supportive culture can be leveraged to enhance implementation effectiveness in environments characterized by complex statutory oversight and legal obligations.

Given this knowledge gap, the current study focuses on the influence of organizational culture as a key driver of strategy implementation within the NCAJ framework. It investigates how internal cultural dynamics—such as openness to change, employee engagement, communication norms, and shared institutional values—affect the performance of justice agencies. Moreover, it examines the moderating role of the regulatory environment, exploring how institutional policies and legal frameworks either enable or constrain culture-driven implementation processes. By doing so, the study aims to contribute to the limited body of empirical knowledge on public sector strategy execution in Kenya and provide actionable insights for policymakers, justice reform advocates, and institutional leaders.

Objectives of the Study

The specific objectives of the study were;

1. To establish the relationship of organization culture on performance of the National Council on the Administration of Justice Agencies in Kenya.

2. To establish the moderating influence of the regulatory environment on the relationship between organization culture and performance of the National Council on the Administration of Justice Agencies in Kenya.

Hypothesis

- H01:** There is no significant relationship of organizational culture on the performance of the National Council on the Administration of Justice Agencies in Kenya.
- H02:** There is no significant moderating influence of the regulatory environment on the relationship between organizational culture and performance of the National Council on the Administration of Justice Agencies in Kenya.

LITERATURE REVIEW

Theoretical Review

Organizational Cultural Theory

Culture is a model of norms, values, beliefs and attitude which affects organizational behavior. Since the early 1980s, different concepts of culture, stemming from the distinct disciplines of anthropology and sociology have been applied to organizational studies. These two underlying disciplines have contributed to the emergence of different paradigms in Burrell and Morgan's (1979) framework and other theories of organizational culture. Kilmann (1985) stated that organizational culture is shared philosophy, ideology, value, assumption, beliefs, hope, behaviour and norms that bound the organization together. Robbins (1984) states that organization culture are common perceptions which are held by the members of an organization; a system of common meaning.

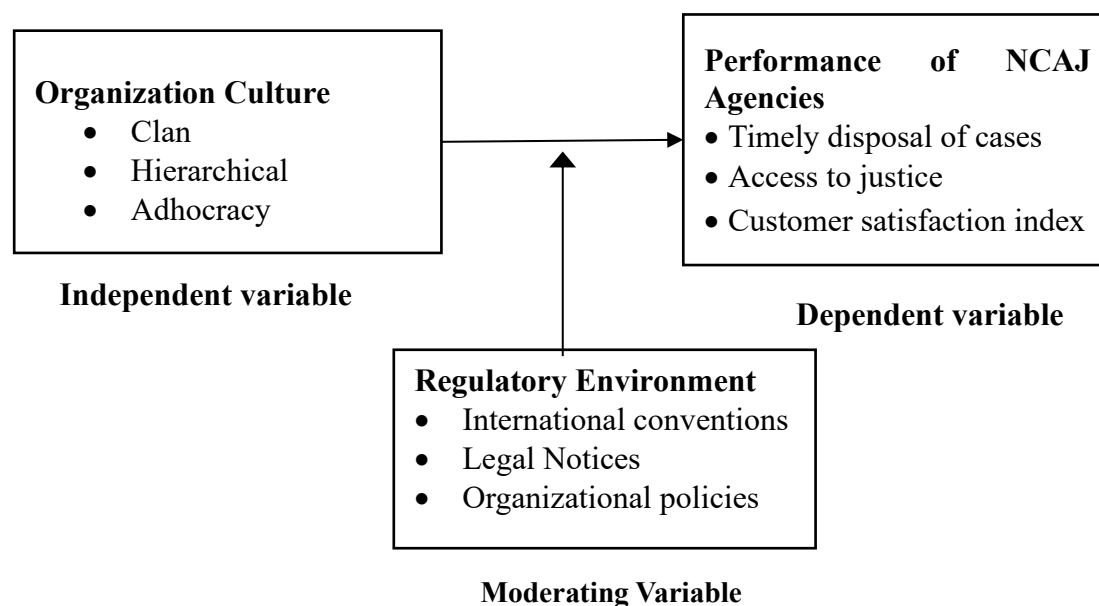
Members continuously interpret aspects of their work environment and these interpretations, as well as the ways in which they are enacted, form the culture of the organization. The most widely used organizational culture framework is that of Edgar Schein (1988) which adopts the functionalist view. The theory describes culture as a pattern of basic assumptions invented, discovered, or developed by a particular group as it learns to cope with the problems of external adaptation and integration that has worked enough to be considered valid. In Schein's (1988) model, culture exists on three levels; artifacts, values, and underlying assumption. According to Schein, artifacts deal with organizational attributes that can be observed, felt and heard by individuals as they enter a new culture. Values on the other hand are goals, ideals, norms, and standards that exist in an organization. Consequently, underlying assumptions concerns itself with phenomena that remain unexplainable when insiders are asked about the values of the organizational culture. There are several organizational culture typologies and related dimensions such as Schein, Schwartz, Hofstede, O'Reilly, the competing values framework. Cameron and Quinn (1999) developed an organizational framework built upon the competing values framework.

The framework refers to whether an organization has a predominant internal or external focus and where it strives for flexibility and individuality or stability and control. The four dominant culture types; The clan culture, is full of shared values and common goals, an atmosphere of collectivity and mutual help and an emphasis on empowerment and employee involvement where the sense of family exists and team work is emphasized. Adhocracy culture is like a temporary institution which is dismissed whenever the organizational tasks are ended. It gives more opportunity for individuals to develop in their own way in line with the organizational goals. The market culture focuses on the transactions with the environment outside the organization instead of the internal management. The goal is to earn profits through market competition. It stresses on effectiveness on goal achieving. The hierarchy culture has a clear organizational structure, standardized rules and procedures, strict control and well defined responsibilities. It can simply be identified through the domination of rule, system and procure

(Cameron & Quinn, 1999). This theory will inform this study in relation to which culture is best suited to lead to performance of NCAJ agencies in Kenya.

This theory applies to the study as it provides a basis for evaluating how the organizational culture of NCAJ agencies influences strategy implementation and performance. Justice sector agencies operate within structured bureaucratic settings, yet cultural attributes such as transparency, ethical standards, and teamwork play a critical role in determining how policies are executed. The study examines how different cultural orientations—such as hierarchical (strict adherence to rules), clan (collaborative teamwork), and adhocracy (innovation-driven decision-making)—affect the performance of agencies in the administration of justice. By applying this theory, the study assesses whether the prevailing culture in NCAJ institutions supports or impedes strategic goals.

Conceptual Framework



Organizational Culture

Organizational culture encompasses the shared values, beliefs, and practices that shape the behavior of individuals within an institution. It serves as an underlying force that defines how organizations operate, interact, and implement their strategic goals (Schein, 2004). According to Cameron and Quinn (1999), organizational culture influences performance by shaping employee attitudes, decision-making, and overall institutional effectiveness. The culture within agencies under the National Council on the Administration of Justice (NCAJ) is critical in fostering efficiency, collaboration, and adherence to justice system reforms.

Schein (2004) identifies organizational culture as a dynamic phenomenon, continuously shaped by leadership, interactions, and institutional policies. It evolves over time through collective experiences and social norms. The character of an institution, often referred to as its culture, determines how employees respond to internal processes and external demands. Strong organizational cultures contribute to institutional stability, enhanced coordination, and improved performance (Kotter & Heskett, 1992; Sorenson, 2002).

Cameron and Quinn (1999) categorize organizational cultures within the Competing Values Framework (CVF) into four major types: clan, hierarchy, market, and adhocracy cultures. However, given that the institutions within the NCAJ are not-for-profit and focus on service delivery rather than market competition, this study adopts three cultural dimensions: clan, hierarchy, and adhocracy. Each of these cultural typologies plays a distinct role in influencing the administration of justice and strategic implementation across NCAJ-affiliated agencies.

The clan culture is characterized by a cooperative and team-oriented environment where strong relationships, mutual trust, and a sense of shared purpose drive performance (Cameron & Quinn, 1999). This culture is evident in agencies within NCAJ that emphasize collaboration, participatory decision-making, and collective problem-solving in justice administration. Institutions that foster a clan culture tend to have higher employee engagement, loyalty, and responsiveness to public needs.

The hierarchy culture is bureaucratic and structured, emphasizing order, rules, stability, and efficiency (Cameron & Quinn, 1999). Institutions following this cultural framework focus on standard operating procedures, accountability, and regulatory compliance. Many justice system agencies, including the Judiciary and law enforcement bodies, operate within a hierarchical culture to ensure adherence to legal frameworks, consistency in policy implementation, and systematic case management.

The adhocracy culture is innovation-driven and flexible, encouraging creativity, adaptability, and risk-taking (Cameron & Quinn, 1999). This culture is significant in the justice sector, particularly in institutions focused on judicial reforms, alternative dispute resolution mechanisms, and legal technology adoption. Agencies that foster an adhocracy culture are better positioned to introduce modernized legal practices, improve service delivery, and enhance access to justice through digital transformation and innovative policy adjustments.

The interplay between these three organizational culture dimensions—clan, hierarchy, and adhocracy—determines the operational efficiency, adaptability, and service quality within NCAJ agencies. A well-balanced culture promotes effective coordination, strategic goal achievement, and improved public confidence in the justice system. By aligning organizational culture with strategic objectives, NCAJ agencies can enhance performance, streamline case resolution processes, and strengthen justice sector reforms.

Regulatory Environment

The regulatory environment comprises the legal, policy, and institutional frameworks that govern the operations of organizations at both national and international levels. These frameworks can be mandatory, coercive, or voluntary (Center for Integrity in the Defence Sector, 2015). National laws, international treaties, government directives, and institutional policies collectively shape the compliance obligations and operational boundaries for organizations (Oketch, Kilika, & Kinyua, 2020). Regulations serve to maintain legal and political stability, ensuring fairness, transparency, and accountability in various sectors, including the administration of justice.

In Kenya, the Judiciary's mandate is derived from Article 159 of the Constitution, which emphasizes the resolution of disputes through judicial mechanisms. Additionally, Section 34 of the Judicial Service Act (Judiciary, 2020) establishes the National Council on the Administration of Justice (NCAJ) as a high-level policymaking, implementation, and oversight mechanism for the justice sector. The NCAJ brings together key state and non-state actors involved in justice administration, including the Judiciary, Office of the Director of Public Prosecutions, National Police Service, and civil society organizations.

The regulatory environment significantly impacts the performance of justice sector agencies by influencing institutional mandates, funding sources, compliance requirements, and reporting frameworks. While regulations provide operational guidance, their effectiveness varies based on enforcement, interpretation, and institutional capacity. As such, the regulatory framework indirectly influences organizational efficiency, inter-agency collaboration, and strategic implementation within the NCAJ-affiliated agencies (Scott, 2013; Oketch et al., 2020).

Organizational Performance

Organizational performance refers to the extent to which an organization achieves its intended objectives effectively and efficiently. It involves evaluating outcomes against expected results, identifying deviations, and assessing institutional efficiency in delivering its mandate. According to David (2009), as cited by Ng'ang'a (2020), organizational performance is measured through actual output compared to goals and objectives. Similarly, Hutchinson and Gul (2004), as cited by Adwet (2022), note that performance measurements can be accounting-based or market-based, depending on the nature of the organization. However, for public sector institutions such as the National Council on the Administration of Justice (NCAJ), performance is primarily evaluated through service quality, efficiency, and effectiveness rather than financial or market-based metrics.

The NCAJ is mandated to provide a coordinated, efficient, and consultative approach to justice administration and legal system reform in Kenya. Its primary role is to oversee and facilitate the implementation of justice-related policies, enhance institutional collaboration, and address systemic challenges within the justice sector. As a multi-agency platform, it ensures strategic planning and operational alignment among its member agencies, which include the Judiciary, the Office of the Director of Public Prosecutions, the National Police Service, and other key actors in the justice sector. Given its coordination role, NCAJ's performance is assessed based on its ability to streamline justice processes, implement reforms, and enhance access to justice.

In this study, the performance of NCAJ agencies is measured using three key indicators: timely disposal of cases, access to justice, and customer satisfaction. The timely disposal of cases reflects the efficiency of judicial processes in reducing case backlogs and ensuring prompt resolution of legal matters. Access to justice measures the extent to which legal services are available, particularly to marginalized and vulnerable groups. Customer satisfaction evaluates public perception and stakeholder feedback regarding the efficiency, fairness, and transparency of justice services.

Since NCAJ is a governmental body focused on justice administration, its performance evaluation is based on service quality rather than financial profitability. Performance measures include resource utilization, program implementation, operational efficiency, stakeholder engagement, and compliance with policy frameworks. Furthermore, NCAJ's effectiveness is reflected in its ability to implement and monitor justice sector reforms, coordinate institutional efforts, and ensure adherence to legal and policy frameworks governing the justice system.

By aligning its strategic objectives with legal and policy reforms, NCAJ ensures that justice sector institutions work cohesively to deliver on their mandates. Performance assessment, therefore, extends beyond internal operational efficiency to include inter-agency coordination, policy implementation, and citizen satisfaction with justice services. These parameters provide a holistic measure of NCAJ's impact in driving reforms and enhancing justice sector performance in Kenya.

Empirical Review

In a study on the effect of organizational culture on organizational efficiency, the moderating role of the corporate environment and CEO values by Aktas, Cicek, and Kiyak (2011), corporate culture was considered one of the factors, the effect of types of corporate culture on organization efficiency was questioned. The study utilized a competing values framework that refers to whether an organization has a predominant internal or external focus and strives for flexibility, individuality, stability, and control. The research was carried out in the health enterprises in the city of Istanbul and Adana in Turkey. The sampling method was used on the founders of private hospitals or top strategic decision-makers. Forty individuals with the CEO, General Manager, or organizational founder were randomly selected from different healthcare institutions. The independent variable was evaluated with ration, and interval Scales were

examined by parametric statistical technique while the dependent variable was assessed by ordinal scale analyzed by non-parametric analysis and spearman order correlation. For the correlation, Pearson correlation analysis was used for ratio and interval scale measurement. Spearman order correlation was utilized for variables measured by the ordinal scale and ration and interval scale variables. The study found that there is a significant relationship between the study variables. There is a significant relationship between organizational culture and organizational efficiency dimensions, the effect of the stable or variable corporate environment in internal and external context on the corporate culture and efficiency.

Lekgothone, Maleka and Worku (2020) conducted a study on Exploring organizational culture at a state-owned enterprise in South Africa: a processes approach. Problems and perspectives in management. The research design was exploratory, correlational, and cross-sectional. Two hundred four respondents were selected using a stratified sampling technique. The study found that the respondents perceived organizational culture as a hostile, aggressive culture rife with politics. Further that there was a significant positive relationship between organizational citizenship behavior and organizational culture. Meaning that the employees did not abuse, leave, and went beyond the call of duty. The study variables were not mediated by the moderating variable of job satisfaction.

Owino and Kibera (2019) conducted a study on organizational culture and performance: Evidence from Microfinance Institutions in Kenya. The study aimed to determine the influence of corporate culture on the performance of microfinance institutions in Kenya. The researchers used a descriptive cross-sectional survey design. The population of the study encompassed members of the Association of Microfinance Institutions (AMFI) in Kenya. The population was categorized as follows; five commercial banks offering microfinance services, five wholesale microfinance lenders, 16 deposit-taking microfinance institutions, and 29 retail microfinance lenders. Data was collected with both primary and secondary methods. Primary data collection was structured questionnaires, while secondary data was collected from annual reports by the Association of Microfinance institutions in Kenya. Data were analyzed using factor analysis and hierarchical regression. The findings of the study demonstrated that organizational culture has a significant influence on non-market performance. The study concludes that corporate culture is an essential source of sustainable competitive advantage in the microfinance industry.

Aboramadan, Hatem and Zaidoune (2020) conducted a study on the organizational culture and performance: an empirical study of small business enterprises in Pakistan. Data were gathered from 186 employees working in the Palestinian banking sector. The data gathered were analyzed using the PLS-SEM approach. The findings of the study show that organizational culture and marketing innovation have a positive impact on banks' performance. Moreover, it was found that marketing performance partially mediates the relationship between organizational culture and banks' performance. Kamaamia (2022) sought to investigate the effect of organizational culture on organizational performance: a case of Kenya school of monetary studies (KSMS). The study adopted a descriptive survey research design. The population of the study was composed of 110 employees of KSMS, out of which a stratified sampling was used to draw out a sample size of 80 respondents. This study relied on primary data, which was collected using an electronic questionnaire emailed to respondents. The findings of the study revealed that the mean oriented measures, work oriented measures, professional oriented measures, open system culture and pragmatic approach all contributed to the significance of the relationship.

Zhang (2022) did an empirical analysis of the relationship between organizational culture and organizational performance in the polytechnic university of China. Particularly, the study focused on the adhocracy culture, market culture, clan culture and hierarchy culture on the organizational performance. The survey sample of 125 was draw from 25 enterprises. The questionnaires and interview schedule were used to collect primary data for the study. From

the review it was noted that adhocracy culture and market culture have a positive impact on financial performance and market performance, clan culture and hierarchy culture have a negative impact on financial performance and market performance, and adhocracy and market had greater impact on organizational performance.

Kamau and Wanyoike (2020) sought to investigate the effects corporate culture and organizational performance: A case of Mayfair casino, Nairobi city county, Kenya. The specific objective of the study was to establish the effect of culture of values and norms, culture of teamwork, culture of employee and culture of leadership on the relationship between corporate culture and organizational performance. The study adopted both descriptive and explanatory research designs which were used to explain the relationship between corporate culture and organizational performance. Descriptive statistics was used to analyze the data and draw conclusions. The population of the study was the 360 employees in Mayfair Casino. Stratified random sampling was used to come up with a sample of 108 employees. The results of the study revealed that satisfaction, productiveness and effectiveness are vital to the organizational performance of Mayfair Casino. The study concluded that there exists a strong positive correlation between corporate culture and organizational performance

RESEARCH METHODOLOGY

This study employed a positivist research philosophy, emphasizing objectivity, empirical analysis, and structured methodology. A descriptive correlational survey design was adopted to examine how organizational culture influences the performance of NCAJ agencies. The design allowed the researcher to both describe prevailing conditions and statistically assess relationships between variables. The target population comprised 231 individuals from 36 NCAJ-affiliated institutions, including both state and non-state actors. These included CEOs and regional coordinators, classified into top-level and middle-level management. Using Yamane's (1967) formula, a final sample size of 164 respondents was determined (33 from top-level, 131 from middle-level). Stratified random sampling ensured proportional and unbiased representation. Primary data was gathered via semi-structured questionnaires, covering respondents' demographics, organizational culture characteristics, and performance indicators. Secondary data came from NCAJ strategic reports, policy documents, and relevant legal and institutional literature. A pilot study involving 16 participants (10% of the sample) was conducted to refine instruments. The questionnaires demonstrated strong reliability, with Cronbach's alpha values ranging from 0.797 to 0.993. Validity was ensured through expert review (face validity) and Exploratory Factor Analysis (construct validity).

Data analysis involved both descriptive (means, standard deviation) and inferential statistics using SPSS. The study applied Pearson correlation, ANOVA, and multiple regression analysis to test hypotheses on the relationship between organizational culture and performance. To examine the moderating role of the regulatory environment, a hierarchical multiple regression model was used. The key dependent variable was performance, measured in terms of timely case disposal, access to justice, and customer satisfaction. The independent variable—organizational culture—was measured through indicators like clan culture, hierarchy, and adhocracy. Regression diagnostic tests, including tests for normality (Kolmogorov–Smirnov), multicollinearity (VIF), linearity, and heteroskedasticity (Breusch-Pagan), were performed to ensure model robustness.

RESEARCH FINDINGS AND DISCUSSION

For data gathering, the research issued 164 questionnaires. However, 143 surveys were completed and returned in a timely manner. This equated to an overall response rate of 87%. Kothari (2004) states that a response rate of 50% is average, 60% - 70% is above average while above 70% is excellent. Therefore, the response rate of 87% which was achieved in this study was excellent.

Descriptive Statistics

Organization Culture and Performance of NCAJ Agencies

The researcher sought to find out if the organization has organization culture. From the study, 93% of the respondents stated that their organization have the organization culture while 7% of the respondents indicated that they have no organization culture. This implies that organizational culture influences the way organizations approach their work and the mindset they bring to the strategy implementation process. The results concur with Lekgothone, Maleka and Worku (2020) who noted that a crucial element in strategy implementation is organizational culture which incorporates success factors such as self-governing management, a collective working environment that fosters teamwork, as well as the confidence and dedication of top management, and the capacity to understand strategy implementation. Raczynska and Krukowski (2019) on the other hand argues that if the culture disempowers employees and limits their decision-making abilities, it can create roadblocks in strategy implementation, as employees may not feel empowered to make necessary changes.

The researcher further sought to find out how the organization culture enhances the performance of the organization. From the findings, some of the respondents from the law society of Kenya stated that the organization culture provides a framework in which top management employees implement motivational tools that influence how employees are comport. Since the law society of Kenya has a strong organizational culture, the organization is much better able to improve its performance by involving members of the organization in a very intense way.

Some of the respondents from the independent policing oversight authority stated that organization culture helps to build trust with its client's organization culture brings about synchronization of the core mandate and main objectives in manner that will minimize friction and conflict within the organization. The set targets are realized within the periods. Slows down the performance at times and services are timely and actors are impartial

Some of the respondents from Kenya National Commission on Human Rights revealed that organization culture helps to keep staff focused on fulfilling the organizational mandate. Through strict adherence to the chain of command rule, that is bureaucracy. Core values include having technical capital; ethics, competence that help deliver and enhance efficiency. The respondents also revealed that the organization culture cultivates aggressiveness, efficiency, effectiveness, teamwork and team spirit among members through the ranks. Cultural values help transform an organization into a team. It is the cultural setting of an organization, which will define how employees relate with each other and with the customers. Culture helps in building a teamwork, which will positively affect the performance of the organization.

The researcher further sought to find out the type of organizational culture from the findings 8% of the respondents stated that they had clan culture, none stated that they had adhocracy culture 85% stated that they had hierarchical culture while 8% stated that they had other cultures. The researcher further asked the respondents to rate how the organizational culture influence the performance of the organization as a player in the national council administration of justice, 21% of the respondents stated excellent, 43%stated very good, 26% stated good while 10% stated poor. This implies that organizational culture influences the performance of the organization.

The respondents were asked to indicate their level of agreement on the influence of organization culture on the performance of the National Council on the Administration of Justice in Kenya. According to the findings, the 13% of respondents strongly agreed that the organization are only applicable to the organizational employees, 34% agreed that the organization are only applicable to the organizational employees, 47% of the respondents were undecided, 6% disagreed while none of the respondents strongly disagreed that the organization

are only applicable to the organizational employees with a mean of 4.210 and a standard deviation of 0.908. In addition, 50% strongly agreed that the organization fosters collaboration in the achievement of goals over competition, 30% agreed that the organization fosters collaboration in the achievement of goals over competition 15% were undecided 5% disagreed while none of the respondents strongly disagreed that the organization fosters collaboration in the achievement of goals over competition with a mean of 4.258 and a standard deviation of 0.886.

Holzer, (2022) believes that collaborating in the workplace enables businesses to finish important projects and meet crucial deadlines efficiently. With multiple individuals working on a project, the work can be divided up equally and efficiently between those with the time and the expertise to handle specific tasks. This also significantly reduces the project delivery time. Often referred to as the divide and conquer strategy, it entails teaming up of several individuals together, dividing up the tasks among them, and accomplishing the project in relatively less time. From the findings 44% of the respondents agreed that the organizational environment emphasizes consensus and commonality of goals and values, 53% agreed 3% of the respondents were undecided, while none of the respondents disagreed and strongly disagreed that the organizational environment emphasizes consensus and commonality of goals and values with a mean of 4.403 and a standard deviation of 0.557.

The study finding conquers with those of Martano (2024) who found that a strong culture is a common denominator among the most successful companies. All have consensus at the top regarding cultural priorities, and those values focus not on individuals but on the organization and its goals. Leaders in successful companies live their cultures every day and go out of their way to communicate their cultural identities to employees as well as prospective new hires. They are clear about their values and how those values define their organizations and determine how the organizations run. In addition, 37% of the respondents strongly agreed that the organization has a big and diverse leadership team responsible for key decisions, 44% of the respondents agreed, 16% were undecided while 3% of the respondents disagreed while none of the respondents strongly disagreed that the organization has a big and diverse leadership team responsible for key decisions with a mean of 4.145 and a standard deviation of 0.807.

The study findings are in line with those of Conghe (2015) who observed that diversity in leadership means greater depth and breadth of experience and perspective, which in turn allows for a greater ability to make long-term decisions. Furthermore, the 43% of respondents strongly agreed that the organization allows for flexibility and is adaptable to the environment, 51% agreed, 6% were undecided while none of the respondents disagreed nor strongly disagreed that the organization has a big and diverse leadership team responsible for key decisions with a standard deviation of 0.592 and a mean of 4.452.

The study findings conquer with those of Brooking, (2020) who found that a flexible organization is one that is able to adapt and respond relatively quickly to changes in its external environment in order to gain advantage and sustain its competitive position. Furthermore, Nadkarni and Narayanan, (2024) found that flexibility in the organization affects business performance positively. In addition to this, strategic flexibility adds value to innovation performance of a firm in a dynamic environment. Strategic flexibility can influence innovation performance by providing more flexible processes and structure. From the findings 44% of the respondents strongly agreed that the structure of the organization is clearly defined with levels and structures for decision making 44% agreed, 12% were undecided while none of the respondents disagreed nor strongly disagreed that the structure of the organization is clearly defined with levels and structures for decision making with a mean of 4.371 and a standard deviation of 0.607.

The study findings are in agreement with those of Gibson and Birkinshaw (2020) who found that organizational structure determines how information flows between levels within the

company. In a centralized structure, decisions flow from the top down, while in a decentralized structure, decision-making power is distributed among various levels of the organization. Having an organizational structure in place allows companies to remain efficient and focused. Moreover, 55% of the respondents strongly agreed that goals/items are ranked in order of importance and priority before implementation by the organization, 41% agreed that goals/items are ranked in order of importance and priority before implementation by the organization, 3% were undecided, 1% disagreed while none of the respondents strongly agreed that goals/items are ranked in order of importance and priority before implementation by the organization with a mean of 4.453 and a standard deviation of 0.637.

The study findings are in agreement with those of Ondeige (2013) who found that the purpose of organizational structure is to distribute the decisions of executive management down through administrative levels where the managers interpret those decisions and put them into practice. It also creates a way for managers to send feedback and performance information up the line to assist in future executive decisions.

The study findings agreed with Organizational Cultural Theory (OCT) that explains how organizational culture affects organizational performance. Organizational culture has a significant influence on non-market performance. Organizational culture is an essential ingredient of organizational performance and a source of sustainable competitive advantage. Effective organizational culture includes successful strategy, effective communication, and employee engagement, which can improve performance and productivity in the organization. Organizations can develop and sustain a high-performance culture through various tools such as hiring practices, on boarding efforts, recognition, and rewards. The findings are presented in Table 1.

Table 1: Organization Culture and Performance of NCAJ Agencies in Kenya

Statement Organization Culture	S A %	A %	U %	D %	SD %	Mean	Std. Dev.
The organization are only applicable to the organizational employees	13	34	47	6	0	4.21	0.908
The organization fosters collaboration in the achievement of goals over competition	50	30	15	5	0	4.258	0.886
The organizational environment emphasizes consensus and commonality of goals and values	44	53	3	0	0	4.403	0.557
The organization has a big and diverse leadership team responsible for key decisions	37	44	16	3	0	4.145	0.807
The organization allows for flexibility and is adaptable to the environment	43	51	6	0	0	4.452	0.592
The structure of the organization is clearly defined with levels and structures for decision making	44	44	12	0	0	4.371	0.607
Goals/items are ranked in order of importance and priority before implementation by the organization	55	41	3	1	0	4.453	0.637

Source: Field Data, (2023)

Performance of National Council of Administration of Justice Agencies

The researcher sought to establish the performance of NCAJ agencies. From the findings, 36% strongly agreed that the organization they work for handles tasks and assignments within the stipulated time frame in the service charter, 36% agreed that the organization they work for handles tasks and assignments within the stipulated time frame in the service charter, 14% were

undecided while 14% of the respondents disagreed while none of the respondents strongly agreed that the organization they work for handles tasks and assignments within the stipulated time frame in the service charter with a mean of 4.258 and a standard deviation of 0.8886. Moreover, 57% strongly agreed that it takes the organization considerably more time complete matters under its charge, 29% agreed, while 14% strongly disagreed that it takes the organization considerably more time complete matters under its charge with a mean of 4.403 and a standard deviation of 0.557 that it takes the organization considerably more time complete matters under its charge.

The findings are in line with those of Triga, (2020) the project tasks are completed on time, which encourages a smooth flow of work, deadlines help the organization to collaborate toward achieving a shared goal, and to keep complex, multistage projects on track. From the findings 43 of the respondents strongly agreed that there is an increase in the number of cases reported in our organization in the last five 5 years, 50% agreed while 7% strongly disagreed that there is an increase in the number of cases reported in our organization in the last five 5 years with a mean of 4.452 and a standard deviation of 0.592. Moreover, 29% of the respondents strongly agreed that the matters pending before courts are completed within a reasonable time 50% agreed that the matters pending before courts are completed within a reasonable time, 14% were undecided while 7% strongly disagreed that the matters pending before courts are completed within a reasonable time with a mean of 4.452 and a standard deviation of 0.592.

The study findings disagree with those of Alushula, (2019) who found that close to half of the unresolved cases in Kenyan courts have dragged on for more than three years, a new report shows, piling pressure on ongoing reforms at the Judiciary to improve service delivery. An estimated 45 per cent of the 327,928 backlog cases as at June 2020 had been before the courts for more than three years, with the Magistrate Court and High Court registering the highest overall backlog. In Kenya, the maximum desirable timeline that a case ought to have been finalized from the date of filing is one year. Any case that exceeds one year before a court is considered a backlog. From the findings, 29% of the respondents strongly agreed that the number of complaints against the organization and staff has increased in the last 5 years, 21% agreed, 43% disagreed, while 7% strongly disagreed that the number of complaints against the organization and staff has increased in the last 5 years with a mean of 4.403 and a standard deviation of 0.557.

Finally, 50% of the respondents strongly agreed that the organization receives cooperation from its customers while undertaking its operations in the realization of its mandate, 29% agreed, 14% were undecided while 7% of the respondents strongly disagreed that the organization receives cooperation from its customers while undertaking its operations in the realization of its mandate with a mean of 4.145 and a standard deviation of 0.807. The results are consistent with those of Omasete (2014), who found that customer service is important because it inspires customer loyalty and makes employees' jobs easier. This, in turn, helps businesses grow. By providing great customer service, organizations can recover customer acquisition costs, retain talent, and foster brand loyalty. The findings are as summarized in Table 4.12.

Table 2: Performance of NCAJ agencies in Kenya

Statements	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std
Tasks are completed within timelines specified in the service charter.	36	36	14	14	0	4.258	0.886
Delays are experienced in handling matters under the agency's charge.							
The number of cases handled has increased in the last five years.	57	29	0	0	14	4.403	0.557
Pending matters are resolved within a reasonable period.							
Complaints against the agency/staff have increased over the past five years.	43	50	0	0	7	4.145	0.807
Clients cooperate effectively with the agency in achieving its mandate.	29	50	14	0	7	4.452	0.592

Source: Field Data, (2023)

Multiple Regression Coefficients without the Moderating Influence of Regulatory Environment

To determine the regression coefficients that connect independent to dependent variables, a regression analysis was conducted and findings displayed in Table 3.

Table 3: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.135	.238		.566	.574
Organization Culture	.176	.074	.190	2.363	.022

Dependent Variable: Performance of NCAJ agencies in Kenya.

The coefficient for organizational culture ($\beta = 0.176$, $p = 0.022$) also demonstrates a statistically significant and positive relationship with agency performance. This finding reinforces the assertion that a performance-oriented culture—defined by shared norms, values, communication patterns, and employee behaviour's—supports organizational outcomes. The findings echo those of Owino and Kibera (2019), who noted that a cohesive and consistent corporate culture positively influenced the performance of microfinance institutions in Kenya. Similarly, Pathiranage (2019) concluded that organizational culture has a deep-rooted effect on productivity and excellence by shaping staff commitment, morale, and communication. In justice institutions, a culture that emphasizes integrity, teamwork, transparency, and public service ethics is likely to inspire dedication and efficiency in service delivery, thereby enhancing public trust.

$$\text{Performance of NCAJ agencies in Kenya} = 0.135 + 0.176 \text{ Organization Culture}$$

Multiple Regression Coefficients with the Moderating Influence of Regulatory Environment

The regression of coefficients results is presented in Table 4

Table 4: Test Results for Regression Analysis Coefficients with Moderation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
5 (Constant)	-.086	.219		-.395	.694
X1	.242	.084	.261	2.874	.006
M	.255	.089	.256	2.865	.006
MX1	-.028	.013	-.157	-2.052	.045

The interaction between Organizational Culture \times Regulatory Environment was tested and was also negative and significant ($\beta = -0.028$, $p < 0.05$). This implies that in environments with rigid rules and high formalization, the positive influence of organizational culture may be muted. A strong regulatory culture may inhibit informal norms, creativity, and agility—factors that are often central to a high-performing internal culture. This is consistent with Lekgothone et al. (2020), who found that bureaucratic interference can dilute the positive impact of a values-driven workplace.

Hypothesis Testing

Hypothesis 1

H01: There is no significant influence of organizational culture on the performance of the National Council on the Administration of Justice Agencies in Kenya.

The third hypothesis stated that there is no significant influence of Organizational Culture on the performance of the National Council on the Administration of Justice Agencies in Kenya. According to the results, the p-value was 0.022, which was less than 0.05 level of significance and therefore the study concluded that Organizational Culture positively and significantly affects performance of the National Council on the Administration of Justice Agencies in Kenya. The study results confirm those of Zhang and Zhu, (2024) who found that adhocracy culture and market culture have a positive impact on financial performance and market performance, clan culture and hierarchy culture have a negative impact on financial performance and market performance, adhocracy, and market had greater impact on organizational performance.

Hypothesis 2

H02: There is no significant moderating influence of Regulatory Environment on the relationship between organizational culture and performance of the National Council on the Administration of Justice Agencies in Kenya.

The fifth null hypothesis stated that there is no significant moderating influence of Regulatory Environment in the relationship between organizational culture and the performance of the National Council on the Administration of Justice Agencies in Kenya. The results indicated a p-value of 0.022, which is below the 0.05 significance level; therefore, the null hypothesis was rejected. The introduction of Regulatory Environment as a moderating variable led to a statistically significant increase in R-square ($\Delta R^2 = 0.008$, $p < 0.05$), demonstrating that Regulatory Environment strengthened the relationship by enhancing the predictive capability of the organizational culture on organizational performance. The findings agree with the study by Oketch, Kilika and Muigai (2020) who argue that the Regulatory Environment plays an important role in shaping the strategies and operations of public institutions.

Table 5: Summary for Null Hypotheses Tests

Null Hypothesis	Alternative Hypothesis	Criteria	Interpretation
There is no significant influence of organizational culture on the performance of the National Council on the Administration of Justice Agencies in Kenya	There is a significant influence of organizational culture on the performance of the National Council on the Administration of Justice Agencies in Kenya	$P < 0.05$	Null Rejected
There is no significant influence of Regulatory Environment on the relationship between organizational culture and performance of the National Council on the Administration of Justice Agencies in Kenya	There is a significant influence of Regulatory Environment on the relationship between organizational culture and performance of the National Council on the Administration of Justice Agencies in Kenya	$P < 0.05$	Null Rejected

Source: Field Data, 2023

Conclusions

Organizational Culture on the Performance of NCAJ agencies in Kenya

Regarding the influence of organization culture, the study concluded that the organization are only applicable to the organizational employees. The study also concluded that the organization fosters collaboration in the achievement of goals over competition. Moreover, the study concluded that the organizational environment emphasizes consensus and commonality of goals and values. The organization has a big and diverse leadership team responsible for key decisions.

Further, the study concluded that the organization allows for flexibility and is adaptable to the environment. From the findings that study concluded that the structure of the organization is clearly defined with levels and structures for decision making. Goals/items are ranked in order of importance and priority before implementation by the organization. The study also concluded that there is significant positive relationship between organization culture and performance of the National Council on the Administration of Justice Agencies in Kenya ($r=0.394$ and $p<0.05$). Thus, the results indicate that organization culture enhances performance of the National Council on the Administration of Justice Agencies in Kenya.

Contribution to the Body of Knowledge

This study makes a substantial contribution to the field of strategic management, particularly within the public sector, by empirically demonstrating the centrality of organizational culture in influencing the performance of justice sector institutions in Kenya. While strategic implementation has often been attributed to leadership and resources, this research underscores that the prevailing cultural frameworks within institutions—such as shared beliefs, behavioral norms, and internal communication dynamics—play a critical role in determining how effectively strategies are executed. The focus on agencies under the National Council on the Administration of Justice (NCAJ) offers a unique context in which to observe how institutional culture influences justice delivery in a complex, multi-agency setting.

One of the key theoretical contributions of this study lies in its integration of the regulatory environment as a moderating factor. By examining how external legal and institutional frameworks interact with internal organizational culture, the research expands on the propositions of Institutional Theory. It shows that the success of strategy implementation is not

solely a function of internal drivers but also depends on the organization's ability to align its culture with prevailing regulatory demands. This nuanced understanding adds depth to the discourse on organizational performance in public institutions, where compliance, transparency, and integrity are essential for legitimacy and trust.

Additionally, the findings provide practical guidance for practitioners and policymakers. The research reveals that cultural constructs such as openness to innovation, employee participation in decision-making, and alignment with institutional values directly enhance operational effectiveness. These insights can inform the development of culture-sensitive reform strategies, helping NCAJ agencies build organizational environments that support sustained strategic performance. Furthermore, the study's methodological rigor—combining quantitative survey data with qualitative insights—provides a replicable model for future researchers exploring cultural dimensions of performance in public-sector organizations.

Recommendations

Based on the findings, this study offers several recommendations aimed at enhancing organizational performance through culture-driven strategic implementation. First, NCAJ agencies should invest in cultivating an adaptive and participatory organizational culture. This includes routinely communicating the agency's vision and mission to all staff, thereby fostering a shared sense of direction and purpose. Such cultural alignment ensures that employees not only understand but also internalize institutional goals, leading to improved ownership and commitment to strategic objectives.

It is also recommended that leadership actively promotes a work culture that values employee input, motivation, and collaboration. Empowering staff through participatory decision-making mechanisms enhances morale, increases accountability, and reduces resistance to reform efforts. Organizational culture should be designed to reward initiative, uphold ethical behavior, and encourage teamwork—factors which collectively improve productivity and service quality across NCAJ institutions. Furthermore, management should embrace cultural audits and feedback mechanisms that allow institutions to periodically assess the health of their internal environment and take corrective action where necessary.

Another critical recommendation is for institutions to customize their cultural practices in alignment with strategic goals and evolving justice sector demands. This involves maintaining flexibility in cultural norms to accommodate innovation, digital transformation, and changes in public expectations. Communication systems within NCAJ agencies must be refined to ensure timely, transparent, and efficient information flow across all levels of management. Strong communication structures reinforce a cohesive culture that facilitates smoother strategy implementation and enhances organizational agility.

Finally, the study emphasizes the importance of regulatory alignment. Given that the regulatory environment significantly moderates the relationship between organizational culture and performance, agencies must continuously adapt their internal norms and behaviors to align with current legal frameworks and institutional reforms. The development of regulations rooted in international best practices—such as anti-corruption conventions—can help instill a compliance-oriented culture that reinforces integrity and transparency. Engaging competent legal and organizational experts to monitor the external environment and advise on adaptive cultural practices will further strengthen the strategic resilience of NCAJ agencies.

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