

---

**Mediating Role of Organizational Commitment in the Nexus Between Adaptive Corporate Culture and Job Performance: Evidence From Classified Hotels in Nairobi City County, Kenya**

Lucy Chepkoech Rotich<sup>1</sup>, Teresa Wangui Kinuthia<sup>2</sup>, Vincent Nyamari Maranga<sup>3</sup>,

<sup>1</sup>Kenyatta University, School of Business, Economics, and Tourism,  
P.O Box 43844-01000, Nairobi

<sup>2</sup>Kenyatta University, School of Business, Economics, and Tourism,  
P.O Box 43844-01000, Nairobi

<sup>3</sup>Kenyatta University, School of Business, Economics, and Tourism,  
P.O Box 43844-01000, Nairobi

doi.org/10.51505/ijaemr.2025.1305

URL: <http://dx.doi.org/10.51505/ijaemr.2025.1305>

Received: June 01, 2025

Accepted: June 09, 2025

Online Published: July 25, 2025

**Abstract**

Organisations must manage change to keep ahead of the competition, which includes how they see employee job performance. Each employee's job performance determines whether an organization succeeds or fails, which can have a good or negative effect on the organisation's overall performance. Employee job performance is essential for classified hotels to be effective, competitive, and sustainable. Since corporate culture affects employee job performance, it is crucial to promote a culture of dynamism, collaboration, and trust while coordinating corporate ambitions with objectives through cultural dimensions. In the hotel sector, employee dedication is still a difficult topic that has a direct financial impact on businesses. This study aimed to ascertain how adaptive corporate culture influences employee job performance and determines how employees' commitment mediates the aforementioned nexus. The current study was anchored on the Denison model, social exchange theory and resource-based view theory. A quantitative approach with an explanatory research design was applied. The study targeted hotel employees. Hotels were selected through stratified sampling and convenience sampling was used to select hotel employees. Self-administered questionnaires were used to collect quantitative. Cronbach's alpha values were computed to establish internal consistencies of construct items. The quantitative analysis employed descriptive statistics (multiple linear regression and hierarchical regression following Baron and Kenny's steps) to test the hypotheses. Statistical significance was inferred at a 5% significance level. The findings revealed that the three dimensions of adaptive corporate culture (i.e., creating change, customer focus, and organizational learning) had a significant positive impact on job performance. Organizational commitment was found to be a partial mediator in the relationship between adaptive corporate culture and job performance. The findings provided practical implications for human resource managers and organizational leaders.

**Keywords:** Classified hotel, Adaptive Culture, Organizational Commitment, Job Performance, Creating Change, Customer Focus, Organizational Learning.

## **1. Introduction**

Employees are regarded as crucial members of the organisation and are in charge of all the elements that keep the business running. Previous research has argued that focusing on organisational over employee job performance is misleading because it is influenced by employees' attitudes, skills, motivation, and opportunities to get involved in organisational activities (Cherian et al., 2021). Employees' strategic contributions to an organisation have been recognised as important drivers of its competitiveness, development, and sustainability (Hughes et al., 2023).

Organizations focusing primarily on providing services use employee job performance to deliver services effectively and efficiently. Organizations must pay more attention to their personnel. To maximize employee job performance, they should develop strategies, practices, and cultures that correspond to employees' needs for performance and behaviour change (Han, 2020). Employee job performance directly affects an organization's success; thus, employees must be proactive, responsive, diligent, and hard-working to stay far ahead of their rivals (Kenny & Nnamdi, 2019; Yimam, 2022). Corporate culture is one concept that ties employees together and mainly contributes to their job performance.

Corporate culture research is useful for understanding performance management (Abawa & Obse, 2024). It dictates how employees work (Abane et al., 2022). Specifically, adaptive corporate culture is important to an organisation's internal and external environments (Lasrado & Kassem, 2020). Corporate culture has become widely accepted during the past 20 years as a means of comprehending human systems. Additionally, organizational norms, values, and beliefs substantially impact performance and sustainability (Fietz & Günther, 2021; Wijethilake et al., 2023). Therefore, strategies should be developed based on employee job performance, which depends on corporate culture, to meet an organization's stated goals and objectives. Therefore, in any organization, a strong culture enables effective and efficient workforce management (Fietz & Günther, 2021).

A review of studies conducted in the United States (US), Australia, Canada, New Zealand, and the United Kingdom (UK) reveals that high self-actualising and self-determination behaviour among employees is valued in corporate culture. Due to employee engagement and a sense of purpose, organizations with specific types of cultures are more likely to succeed in service delivery (Gencer et al., 2021). Clack (2021) observed that even though these traits may not be present in other organizations, task-oriented organizations result in higher employee engagement, passion, and drive. Similarly, other studies have been conducted in Africa and have revealed consistent findings. For instance, Tarsh (2022) observed that by the end of 2019, there were an additional 88,524 hotels across the continent. Their study further enlisted Egypt as the country with the fastest growth of hotels, followed by Morocco, Nigeria, South Africa, Algeria, Cape

Verde and Tanzania. On the same note, Taku (2017) also acknowledged that, since 2009, the number of hotels has doubled from 144 to 417, while the number of rooms has also increased from 30,000 to 73,000. Despite this growth, there are still not enough high-quality hotels with effective adaptive corporate culture, which puts to the fore the necessity for different strategies to enhance high job performance in hotels and boost competitive advantage (Sokro, 2018).

As indicated by the continuous contribution of food services and lodging to the gross domestic product (GDP), the hotel industry in Kenya continues to be an important economic engine. Between 2018 and 2019, the number of hotel bed nights booked increased by 6.3%, while conference tourism shot up by 14.0% (Kenya National Bureau of Statistics [KNBS], 2020). Nonetheless, the Kenyan hotel industry will continue to be negatively impacted by the corporate culture within the sector and external determinants like environmental dynamism, seasonality, uncertainty factors, and technology changes. This impact prevents hotels from obtaining consistent occupancy rates, rack rates, and ceiling revenue levels (Murimi et al., 2021). Due to its nature as a service-oriented industry that offers a range of services to customers with different requirements and preferences, the hotel sector continues to face various challenges because of external and internal drivers (Arasli et al., 2018; Bharadwaja et al., 2018).

Moreover, the hotel sector in Kenya has been eager to exploit the promising tourism prospects. There are over 980 hotels currently in the Kenyan capital alone and about 3,100 across the country (Kenya Tourist Board [KTB], 2021). Even though hotels are of the highest calibre and include first-rate amenities, the competition for resources and market share, particularly in Nairobi, Kenya, has grown significantly (KTB, 2021).

Subsequently, according to the International Labor Organization (2012) on the hospitality industry's high labour turnover in Nairobi City County showed that rated hotels had a labour turnover of 60% in 2010 due to a lack of employee dedication, poor employee involvement, lack of consistent structures and ineffective mission and vision. Therefore, managing Kenyan hotels has grown increasingly difficult due to the dynamic business climate's demands. Therefore, the current study has been conducted to examine the role of corporate adaptive culture in the job performance of classified hotel employees and to explore the mediating role of organizational commitment on the nexus between corporate adaptive culture and the job performance of employees working in classified hotels. The outcome of this research will help hotel practitioners gain important insights into what aspects of adaptive corporate culture can enhance the job performance of their employees and how adaptive corporate culture indirectly affects job performance through organizational culture.

## **2. Review of Literature**

### *2.1 Theoretical frameworks*

Two theories were used to underpin the current study: Resource-based View (RBV) and Social Exchange Theory (SET). RBV was introduced by Wernerfelt in 1984 and emphasises that the

competitive advantage of any organization comes from its internal resources, specifically those that are valuable, rare, unique, and hard to substitute. In the context of this research, adaptive corporate culture can be regarded as a crucial valuable resource that helps classified hotels respond to dynamics in the business environment. As a form of human capital, the commitment of employees to the hotels is another valuable internal resource that promotes job performance. SET by Homans (1950) is based on the principle of reciprocity. This theory emphasises that relationships at an organizational level are premised on symbiotic exchanges between employees and their organizations. When employees see that their organization invests in them via supportive culture and practices, they are likelier to respond with positive behaviours such as engagement, commitment, and enhanced job performance.

This study aimed to explore the influence of adaptive corporate culture on the job performance of hotel employees and how organizational commitment mediates the aforementioned nexus. Through the lens of the said theories, adaptive corporate culture is seen as a resource as per RBV, which influences job performance, with organizational commitment acting as a mediator. Based on the tenets of RBV, an organization that invests in adaptive culture is capable of building internal capabilities that promote employee job performance. SET validates the mediating role of organizational commitment. Employees likely respond to supportive cultural environments by becoming more committed to their organizations, which eventually catalyses their job performance. Together, RBV and SET provide a strong theoretical framework bringing together strategic management and organizational behaviour perspectives, which are valuable concepts for understanding the dynamics within classified hotels in Nairobi City County, where performance and commitment are key to their service quality delivery and competitiveness.

## *2.2 Adaptive Corporate Culture*

Corporate culture, like many other cultures, social or otherwise, is a complex paradigm that has resulted in many meanings and interpretations (Ivanov, 2020). Regarding this, corporate culture has been perceived by scholars in different ways. For the first time, the paradigm was featured in the book "The Changing Culture of a Factory", by Jaques (1951). Based on this book, "The culture of the factory is its customary and traditional way of thinking and doing things, which is shared to a greater or lesser degree by all its members, and which new members must learn, and at least partially accept, to be accepted into service in the firm [...] and covers a wide range of behaviour: the methods of production; job skills and technical knowledge; attitudes towards discipline and punishment; the customs and habits of managerial behaviour; the objectives of the concern; its way of doing business; the methods of payment; the values placed on different types of work; beliefs in democratic living and joint consultation; and the less conscious conventions and taboos (p. 251)".

Likewise, Hofstede et al. (2010) define corporate culture as a shared mindset that differentiates employees of an organisation from others. According to Denison (1990), how people behave in an organisation is a function of corporate culture. Additionally, Schein (1992) contends that corporate culture is a conglomeration of values followed by individuals of a social unit, which

guide how such individuals think and behave. In the hospitality industry, corporate culture is critical for achieving excellent employee job performance Kao et al. (2020). Denison's model of corporate culture entails gauging an organisation in four critical culture areas (that is, involvement, consistency, adaptability, and mission) (Denison et al., 2014; Denison & Mishra, 1995).

Denison et al.' (2014) model was utilised to establish the influence of adaptive corporate culture on the job performance of employees in classified hotels. In Denison's model, adaptability is a key aspect of corporate culture and reflects an organization's ability to react effectively to the dynamics of the business environment. It is all about how well an organization can learn from its business environment and make necessary changes to its internal structures and systems to thrive well. Adaptive corporate culture is crucial for organizations in the hospitality industry, such as hotels, given the ever-changing nature of the business environment (Lee & Choi, 2022).

### *2.3 Job Performance*

Job performance is a concept of significant influence in organisational literature defined by scholars in different ways. For example, Babin and Boles (1996) see job performance as synonymous with a relative level of productivity exhibited by employees in an organisation, which is associated with job-based behaviours and results. Other scholars, such as Darvishmotevali and Ali (2020), defined job performance as a conglomeration of employees' behaviours and outcomes related to a particular task, duty, or job. Tangen (2004) sees job performance in terms of productivity, efficiency, quality, and innovation. According to Singh (2011), job performance can be product or service-oriented, customer-oriented, market-based, human-resourced-based, and organizational efficiency-oriented. Based on these manifestations of job performance, it is apparent that several measures can be used when measuring it (Ogaard et al., 2005). Koopmans et al. (2016) provided three indicators (task, contextual, and counterproductive behaviours) for measuring job performance. This study used Koopmans et al. (2016) measurement of job performance because of its broad application to different work settings and its clear link with team performance, with clear and direct results (Campbell & Wiernik, 2015).

### *2.4 Link Between Adaptive Corporate Culture and Job Performance*

Adaptive corporate culture is important in organisations and requires customers' focus, creating and managing change, and organisational learning (Fey & Denison, 2003). Creating change suggests that an organisation can scan the business environment and take appropriate actions to handle the results. Focusing on customers implies that the organisation addresses the needs and preferences of customers. Therefore, an organisation must seriously consider customers' feedback when making changes. Organisational learning suggests that the organisation stimulates initiatives to obtain requisite knowledge. To accomplish organisational learning, an organisation needs to recognise employees who are creative and take risks and should consider issues and failures as good opportunities for looking for better ways to operate.

The hospitality sector is characterised by dynamic guest expectations, flexibility, autonomy, experimentation, and learning, which demand establishments to continuously adopt change management. Because of these features, the importance of adaptive corporate culture in promoting job performance cannot be understated. An apparent trend emerges from existing empirical studies in support of the positive influence of adaptive corporate culture on job performance in the hospitality industry. Bhardwaj and Kalia's (2021) study among 360 hotel employees in Himachal Pradesh, India, revealed that aspects of adaptive corporate culture including experimentation, autonomy, and trust significantly boosted both contextual and task job performance. Their study suggests that an innovative and trusting culture supports psychological engagement, which eventually enhances job performance.

On the same note, Ababneh's (2020) study with 153 senior hotel employees further asserted that adhocracy/ adaptive corporate culture has a positive influence on employee engagement, which is important for total quality management (TQM) success in the hotel sector. Their study strengthened the perspective that adaptive corporate culture leads to an engaged workforce that is quality-focused. This assertion was validated by Okore et al. (2024) study which found a significant positive influence of adaptive corporate culture on operation performance among multinational companies in Kenya. Their findings advocate for flexible cultural systems to meet the ever-changing demands of customers.

In addition, Jung and Yoon's (2021) study of 277 deluxe hotel employees in South Korea revealed a subtle finding that workplace flexibility, which is an expression of adaptive corporate culture, significantly promotes job engagement, especially among Generation Z employees. Their study underlined the generational shift in appreciating flexible work environments. The abovementioned studies collectively underscore a growing agreement that adaptive corporate culture is an enabler of employee engagement and performance in hotels, particularly when considered together with autonomy, organizational learning, and trust. Despite this agreement, not all previous research studies portray the uniform affirmation of the positive effect of adaptive corporate culture on job performance.

A Ghana-based study by Seidu et al. (2021) found a statistically non-significant link between adaptive corporate culture and hotel performance, contrasting it with stronger ties for consistency, mission, and involvement in organizational cultures. Their study suggests that adaptive corporate culture may not always generate measurable performance benefits, especially where stability-oriented values are the priority. In addition, Boonkoet (2024) studied agility in Thailand's agro-food sector. The study discovered that while adaptive systems enhance motivation and work performance, challenges in organizational flattening such as limited career progression can counteract these benefits. Even though this study was not conducted in the hospitality industry per se, it does reveal contextual dependencies and sectoral differences in how adaptive corporate culture is experienced.

Despite the valuable insights demonstrated by the studies reviewed in this section, there appear noteworthy research gaps. While the recent study by Okore et al. (2024) examined adaptive corporate culture among multinational companies in Kenya, few studies if any focus particularly on hotel employees in the hospitality industry. Most adaptive corporate culture studies are conducted in Asia and North Africa, limiting the generalizability of results to the East African hospitality sector, and underscoring the importance of the current study. This study positions itself within the growing scholarly agreement that adaptive corporate culture coupled with learning, flexibility, innovation, and autonomy promotes employee job performance. Notwithstanding this position, the mixed findings such as those portrayed by Seidu et al. (2021) and a shortage of East African hotel data indicate a need for contextualised empirical research such as the current one.

### *2.5 Mediating Role of Organizational Commitment on Adaptive Corporate Culture and Job Performance Nexus*

Organizational commitment has been defined as a psychological state that demonstrates an employee's relationship with the organization of work, which has implications for the decision to continue or quit employment (Meyer & Allen, 1991). Previous scholarly work has established increasing attention on how corporate culture affects employee job performance, and importantly the underlying mechanisms via which this effect occurs. Organizational commitment has emerged as one crucial mediating variable explaining the mechanism through which corporate culture impacts job performance. However, existing literature presents both areas of consensus and contention concerning the strength, direction, and consistency of this mediation. Several studies (e.g., Adam et al., 2020; Almaaitah et al., 2020; Patwary et al., 2023; Putri et al., 2024) contend that organizational commitment acts as a partial or full mediator between corporate culture and employee job performance. Together, these studies demonstrate that strong cultures such as adaptability, mission, or talent-oriented foster increased levels of commitment, eventually enhancing job performance. In addition, studies such as Korda and Rachmawati (2022) and Patwary et al. (2023) demonstrate a consensus that organizational culture has a positive impact on employee commitment, which then promotes job performance. This assertion strengthens the belief that culture is a strategic resource in managing human resources in service-oriented sectors such as hospitality.

Despite the consensus exhibited, existing literature has shown areas of disagreement and debate. For example, Bagis et al. (2021) reported a negative impact of organizational commitment on performance and job satisfaction. These results contradict the broader agreement and raise methodological and contextual questions, especially given its setting in a bank before a strategic alliance. While most scholarly works validate the mediating role of organizational commitment, the context of application differs widely, from coating industries (Korda & Rachmawati, 2022), banking (Abbas & Raja, 2019) to public sector firms (Putri Rahmadani & Winarno, 2023). Only a few research studies (Almaaitah et al., 2020; Patwary et al., 2023) are conducted in hospitality contexts. This highlights a shortage of robust evidence within the hospitality industry, especially in developing economies such as Kenya. The literature reviewed strongly demonstrates that

organizational commitment is a fundamental mediating variable in the relationship between organizational culture and job performance. Notwithstanding this assertion, variations in context and sector create uncertainty and inconsistency. Therefore, there is an apparent need to validate this relationship within Kenya's classified hotels, where service standards and cultural identity directly influence performance outcomes. The current study is timely and important in expanding theoretical understanding and providing practical insights for hotel management in Nairobi City County and similar urban African settings.

### **3. Method**

#### *3.1 Population and Sample*

This study was conducted with the employees working in classified hotels within Nairobi City County. This region is a hub for tourism in Kenya and hosts over 25% of all the 215 classified hotels (Tourism Regulatory Authority (TRA, 2023). Thus, a total of 54 classified hotels were included in the sampling frame. The target population of this research consisted of employees from hotel establishments. Through a reconnaissance study, which entailed several consultations with the 54 hotels, it was reported that they had employed around 2,397 employees. Using Slovin's (1960) formula, the sample size was 343 hotel employees.

#### *3.2 Research Approach and Design*

Based on the purpose of this study, which is to examine the influence of adaptive corporate culture on the job performance of hotel employees, a quantitative methodology with an explanatory research design was employed. These approaches provide a leeway to determine the intersections between the constructs of the study and permit the use of numeric data (Saunders et al., 2016). Consequently, its utilization aligns well with the purpose of this study.

#### *3.3 Data Collection Procedures*

Self-administered structured questionnaires were used for data collection. The survey questionnaire was administered through both physical distribution and online dissemination via Google Forms® to promote accessibility and response rates. Printed copies of the questionnaire were personally distributed to subordinate employees at their workplaces. This process was accomplished through the help of two trained research assistants. The research team coordinated with department heads and HR managers to facilitate the distribution process, ensuring that the targeted respondents received the surveys. Employees were given sufficient time to complete the questionnaires, and the research team made follow-up visits to collect the completed forms. Where possible, the follow-ups were made via telephone calls. To accommodate employees who preferred digital access, the questionnaire was also made available via Google Forms®. The survey link was shared through official emails, WhatsApp groups, and internal communication channels. This approach allowed respondents to complete the survey at their convenience, reducing logistical constraints associated with physical distribution. In addition, response tracking was automated, ensuring efficient data collection and monitoring. To enhance response

rates and reduce non-response bias, multiple reminders were sent to participants through email notifications.

### *3.4 Data Analysis*

The Statistical Package for Social Sciences, SPSS® version 30.0 for Windows (IBM SPSS for Windows, version 27.0. Armonk, NY: IBM Corp) was used as a digital tool for data analysis. Preliminary data analysis comprised coding, cleaning, and transforming data in line with the purpose of the study. Additionally, descriptive statistical methods comprising frequencies, percentages, mean, and standard deviations were applied to summarise the respondents' demographic profiles and responses related to various concepts under investigation. The descriptive results provided an overview of the respondents' perceptions regarding corporate culture, employee commitment, and job performance. To test the hypotheses, multiple linear regression analysis was conducted to examine the influence of the independent variables (aspects of adaptive corporate culture) on job performance. The mediation effect of organizational commitment was tested using hierarchical regression analysis following Baron and Kenny's (1986) steps. The mediation process encapsulated, 1) testing the direct effect of corporate culture on job performance, 2) examining the relationship between corporate culture and employee commitment, 3) investigating the link between organizational commitment and job performance, and 4) determining the mediation effect by incorporating employee commitment as a mediator. All the hypotheses were tested at the 0.05 level of significance.

## **4. Results**

The sample size for this study was 343 hotel employees. Therefore, 343 respondents were invited to participate in the study, out of which 313 completed the survey for a response rate of approximately 91.3%. After screening the questionnaires for the completeness of data, 301 questionnaires were deemed valid and useful for data analysis. For quantitative surveys in organizational studies, while higher response rates are preferred, an adequate response rate typically ranges from 30% to 50%, while above 60% is seen as excellent for data analysis (Baruch & Holtom, 2008). Therefore, the response in this research was deemed excellent for data analysis. The reliability of the constructs was examined using Cronbach's  $\alpha$ . Separate Cronbach's  $\alpha$  tests were conducted to establish the internal consistencies of items measuring adaptive corporate culture, organisational commitment, and employee job performance. Reliability alpha coefficients of 0.70 or higher were considered acceptable (Hair et al., 2010). Concerning adaptive corporate culture, the reliability results varied across sub-dimensions. All the sub-dimensions demonstrated acceptable reliability values with Creating Change, Customer Focus and Organizational Learning having reliability alpha values of 0.739, 0.778, and 0.790, respectively.

### *4.1 Demographic Profile of Respondents*

The results indicated a nearly equal representation of male and female respondents. Out of the 301 useful cases, 153 (50.8%) were male, while 148 (49.2%) were female. Regarding marital

status, out of the 301 respondents, 120 (39.9%) were married, 82 (27.2%) were single, 45 (15.0%) were divorced or separated, 48 (15.9%) were living with a partner, and 6 (2.0%) preferred not to disclose their relationship status. Besides, the results show that 43 (14.3%) had worked for less than one year, 104 (34.6%) had a tenure of 1 to 5 years, 97 (32.2%) had worked for 6 to 10 years, and 57 (18.9%) had been employed for more than 10 years. Concerning the department of operation, 60 respondents (19.9%) were working in the front office, 82 (27.2%) in housekeeping, 90 (29.9%) in the food and beverage service department, and 69 (22.9%) in the food and beverage production. In addition, the findings revealed that 24 respondents (8.0%) were aged 18 – 23 years, 86 (28.6%) were aged 24 – 29 years, 83 (27.6%) fell within the 30 – 35 years category, 55 (18.3%) belonged to the 36 – 41 cohort, 33 (11.0%) were aged 42 – 47 years, 15 (5.0%) aged 48 – 53 years, and 5 (1.7%) aged above 53 years. Moreover, the results indicated that 1 respondent (0.3%) had no formal education, 2 (0.7%) had primary education, 14 (4.7%) had artisan qualifications, 15 (5.0%) had completed secondary school, 46 respondents (15.3%) held a craft certificate, 88 (29.2%) had a diploma, 93 (30.9%) held an undergraduate degree, 41 (13.6%) held a master's degree, and 1 (0.3%) held a doctorate. Concerning employment status, the findings revealed that 72 respondents (23.9%) had been employed permanently, 169 (56.1%) on contractual terms, and 60 (19.9%) as casual labourers.

#### *4.2 Perceptions of Adaptive Corporate Culture*

The descriptive statistics for the three aspects of adaptive corporate culture are summarised in Table 4.1.

Table 1: Descriptive Results for Adaptive Corporate Culture

Measurement Items: <i>In this hotel...</i>	Mean	SD
<i>Creating Change</i>		
The way work is done is very flexible and easy to change.	3.52	1.133
We respond well to competitors and other changes in the business environment.	3.85	0.928
New and improved ways to do work are constantly adopted.	3.91	0.897
Efforts to create change usually meet with resistance.	3.75	1.164
Different departments collaborate to create change.	4.16	0.777
<i>Customer Focus</i>		
Guests' comments and feedback often lead to changes.	3.90	0.946
Guests' comments directly influence our decisions.	4.09	0.840
Everyone has a deep understanding of the guests' needs and wants.	3.95	0.902
The interests of guests often get ignored in our decisions.	2.95	1.506
<i>Organizational Learning</i>		
We view failure as an opportunity for learning and improvement.	3.90	1.002
Risk-taking and innovations are encouraged and rewarded.	3.95	0.926
Learning is an important objective in our day-to-day work.	4.14	0.769
Everybody is informed about what is happening across the organisation.	3.93	1.098
<b>Aggregate Adaptive Corporate Culture</b>	<b>3.85</b>	<b>0.542</b>
<i>Notes.</i> N = 301. SD – Standard Deviation. <b>Scale:</b> 1(Strongly Disagree) – 5(Strongly Agree). <b>Range of Mean Interpretation:</b> Strongly Disagree (1.00 – 1.79), Disagree (1.80 – 2.59), Neutral (2.60 – 3.39), Agree (3.40 – 4.19), Strongly Agree ( $\geq 4.20$ )		

a) *Dimension 1: Creating Change*

This aspect of adaptive corporate culture measures how adaptable an organization is to internal and external forces at work. The average scores for all the observable features ranged from 3.52 to 4.16, showing moderate to strong agreement among respondents. The highest-rated observable feature, “*Different departments collaborate to create change*” (M = 4.16, SD = 0.777), demonstrates that interdepartmental cooperation is a key driver of change within the organization. The lowest-rated item, “*The way work is done is very flexible and easy to change*” (M = 3.52, SD = 1.133), demonstrates some inflexibility in work processes and procedures, possibly affecting the organization’s agility in adapting to new practices.

b) *Dimension 2: Customer Focus*

This dimension of adaptive corporate culture evaluates the degree to which guest feedback influences decision-making and service improvement. The average scores ranged from 2.95 to 4.09, reflecting a robust prominence on guest-centric tactics. The highest-rated measurement item, “*Guests' comments directly influence our decisions*” (M = 4.09, SD = 0.840), shows that

guest feedback is important and plays a key role in shaping service delivery. Nevertheless, “*The interests of guests often get ignored in our decisions*” (M = 2.95, SD = 1.506) was reported with the lowest rating. This indicates instances where guest preferences may not always be fully integrated into decision-making.

*c) Dimension 3: Organizational Learning*

This aspect of adaptive corporate culture assesses how well employees embrace continuous enhancement and knowledge-sharing. The average scores for all the measurement items ranged from 3.90 to 4.14, depicting a strong commitment to learning and innovation. The highest-rated item, “*Learning is an important objective in our day-to-day work*” (M = 4.14, SD = 0.769), demonstrates that continuous learning is embedded in the corporate culture. The relatively lower rating for “*We view failure as an opportunity for learning and improvement*” (M = 3.90, SD = 1.002) may show some hesitation in embracing failure as a learning tool.

*4.3 Influence of adaptive corporate culture on job performance*

A multiple linear regression analysis was conducted to examine the influence of adaptive corporate culture on job performance. The results are reported in Table 2. The multiple correlation coefficient R (0.572) revealed a moderate to strong correlation between adaptive corporate culture and employee job performance. The R<sup>2</sup> value (0.327) suggested that 32.7% of the variance in job performance was a result of the three predictors (Creating Change, Customer Focus, and Organizational Learning). The F-statistic (F = 48.105, p < 0.001) confirmed the significance of the overall regression model, meaning that adaptive corporate culture significantly predicted job performance.

Table 2: Influence of Adaptive Culture on Job Performance

<b>Predictor</b>	<b>β Coefficient</b>	<b>Std. Error</b>	<b>t</b>	<b>p-value</b>
Creating Change	0.252	0.055	4.444	< .001***
Customer Focus	0.141	0.052	2.646	.009**
Organizational Learning	0.315	0.056	5.475	< .001***
<i>Notes: Model Summary: R = 0.572, R<sup>2</sup> = 0.327, Adjusted R<sup>2</sup> = 0.320, F(3, 297) = 48.105, p &lt; .001. Dependent Variable: Job Performance. Statistical Significance: **p &lt; .01, ***p &lt; .001</i>				

In addition, Organizational Learning was found to have the strongest positive effect on employee job performance (β = 0.315, p < 0.001), emphasising the pertinent role of continuous knowledge acquisition and skill development. Creating Change also had a significant impact (β = 0.252, p < 0.001), meaning that organizations that embrace innovation and change tend to promote employee productivity. Besides, the effect of Customer Focus, though weaker than organizational learning and creating change, was also found to be significant (β = 0.141, p = 0.009), suggesting that prioritising customer needs contributed to employee effectiveness.

The regression model equation based on the results in Table 2 is:

$$\begin{aligned} Y(\text{predicted job performance}) \\ &= 1.188 + 0.243(\text{creating change}) + 0.138(\text{customer focus}) \\ &+ 0.304(\text{organizational learning}) \end{aligned}$$

The hypotheses were formulated as follows:

**H<sub>01</sub>**: Adaptive Corporate Culture has no significant effect on Job Performance.

**H<sub>1</sub>**: Adaptive Corporate Culture has a significant effect on Job Performance.

Since the effects of creating change, customer focus, and organizational learning were statistically significant ( $p < 0.05$ ),  $H_0$  was rejected, confirming that adaptive corporate culture significantly affects job performance. This finding suggested that organizations that prioritise creating change, customer focus, and organizational learning tend to experience higher employee productivity. However, when compared with previous studies, both consistencies and inconsistencies emerge concerning the role of adaptive corporate culture in influencing performance. The positive link between adaptive corporate culture and job performance supported Bhardwaj and Kalia's (2021) and Jung and Yoon's (2021) assertion that adaptive corporate culture significantly promotes high performance among hospitality firms. Despite these alignments, the results of this research contradict Seidu et al. (2021), which found no significant relationship between adaptive corporate culture and hotel performance. This discrepancy could be attributed to contextual differences, such as industry dynamics where Seidu et al. (2021) might have examined settings in which stability and consistency played a larger role than adaptability. In addition, while Seidu et al. (2021) study examined adaptability culture at an organizational level, the current research examined its impact on individual employee job performance, which could explain the variation in findings. Time factor is another possibility for the variation. The growing emphasis on continuous learning and customer-driven innovation in modern business environments may mean that adaptability culture's impact on employee job performance has strengthened over time.

#### *4.4 Mediation Analysis and Hypothesis Testing*

A four (4) step hierarchical regression analysis was conducted to test the mediation effect. The first step in the mediation analysis was performed to examine the direct influence of adaptive corporate culture on job performance (Table 3).

Table 3: Mediation Analysis

Model	Outcome Variable	Predictor(s)	$\beta$	SE	t	p
1	Job Performance	Adaptability Culture	0.514	0.065	10.360	<.001***
2	Organizational Commitment	Adaptability Culture	0.742	0.041	19.146	<.001***
3	Job Performance	Organizational Commitment	0.564	0.059	11.802	<.001***
4	Job Performance	Adaptability Culture	0.140	0.061	3.026	<.003***
		Organizational Commitment	0.663	0.049	14.322	<.001***

**Notes:** All models include a constant term. **Dependent Variable** for Models 1, 3, and 4: *Employee Job Performance*. **Dependent Variable** for Model 2: *Organizational Commitment*. **Statistical Significance:** \*\*p<.01, \*\*\*p<.001

- *Model 1 Summary:*  $R = 0.514$ ,  $R^2 = 0.264$  (26.4%),  $Adj. R^2 = 0.262$ ,  $F(1,299) = 107.334$ ,  $p < .001$ .
- *Model 2 Summary:*  $R = 0.742$ ,  $R^2 = 0.551$  (55.1%),  $Adj. R^2 = 0.549$ ,  $F(1,299) = 366.583$ ,  $p < .001$ .
- *Model 3 Summary:*  $R = 0.564$ ,  $R^2 = 0.318$  (31.8%),  $Adj. R^2 = 0.316$ ,  $F(1,299) = 139.283$ ,  $p < .001$ .
- *Model 4 Summary:*  $R = 0.751$ ,  $R^2 = 0.564$  (56.4%),  $Adj. R^2 = 0.561$ ,  $F(2,298) = 192.872$ ,  $p < .001$ .

Adaptive corporate culture was found to have a significant positive effect on job performance ( $\beta = 0.514$ ,  $p < 0.01$ ). In addition, the direct effect regression model explained approximately 26.4% of the variation in job performance ( $R^2 = 0.264$ ), indicating a strong relationship between adaptive corporate culture and job performance.

The second step was performed to test whether adaptive corporate culture influences employee organizational commitment. Results revealed that adaptive corporate culture significantly predicted organizational commitment ( $\beta = 0.742$ ,  $p < 0.001$ ). Moreover, the regression model explained approximately 55.1% of the variance in organizational commitment ( $R^2 = 0.551$ ). Step 3 was performed to test whether employee organizational commitment was a significant predictor of job performance. Results indicated that organizational commitment was a significant predictor of job performance ( $\beta = 0.564$ ,  $p < 0.001$ ). Besides, approximately 31.8% of the variance in job performance was accounted for by the regression model ( $R^2 = 0.318$ ). In the last step, both adaptive corporate culture and organizational commitment were included in the regression model. The regression slope for adaptive corporate culture decreased from  $\beta = 0.514$  in Step 1 to  $\beta = 0.140$  when organizational commitment was included. Organizational commitment remained a significant predictor of job performance ( $\beta = 0.663$ ,  $p < 0.001$ ). Besides, approximately 56.4% of the variance in job performance was accounted for by the regression model ( $R^2 = 0.564$ ). This mediation model demonstrated that organizational commitment is a

partial mediator of the relationship between adaptive corporate culture and employee job performance. The hypotheses were formulated as follows:

**H<sub>02</sub>:** Organizational commitment does not have a significant mediating effect on the relationship between corporate culture and employee job performance.

**H<sub>2</sub>:** Organizational commitment has a significantly mediating effect on the relationship between corporate culture and employee job performance.

Since the significant effect of adaptive corporate culture was reduced when organizational commitment was included as a mediator ( $p < 0.05$ ), H<sub>02</sub> was rejected. Consistent with previous research studies (e.g., Adam et al., 2020; Almaaitah et al., 2020; Patwary et al., 2023; Putri et al., 2024), the finding of this study confirmed that organizational commitment is a partial mediator of the relationship between adaptive corporate culture and job performance.

## **5. Conclusions**

Concerning the influence of adaptive corporate culture on employee job performance, the results of this study confirmed that organizational learning has the strongest impact, highlighting the importance of knowledge-sharing and skill development in promoting employee efficiency. Creating change is also a critical component of adaptive corporate culture, reinforcing the role of innovation and responsiveness in enhancing job performance. Moreover, customer focus contributes to employee job performance, though to a lesser extent, showing that prioritizing customer satisfaction still has a key role in promoting employee job outcomes such as performance. Regarding the mediating analysis results, organizational commitment partially mediated the nexus between aggregate corporate culture and employee job performance. This finding implied that aggregate corporate culture contributed to employee job performance both directly and through enhancing organization commitment.

## **6. Implications for Practice**

For practice, hotel managers and industry practitioners should strengthen organizational learning activities by introducing on-the-job training programs and knowledge-sharing workshops to equip employees with the latest industry skills and capabilities. They too, can invest in e-learning platforms to provide flexible training opportunities for hotel employees. Regarding fostering a culture of innovation and change, hotel managers and industry practitioners can encourage employees to participate in decision-making, making them feel involved in innovation efforts. In addition, hotel managers and industry practitioners can reward employees who propose and implement innovative ideas that enhance service quality and efficiency. About promoting customer engagement and service excellence, hotel managers and industry practitioners can train employees in customer relationship management approaches to promote guest satisfaction. Besides, they can develop guest loyalty programs that would reward employees for delivering exceptional customer experiences. For the partial mediation effect of organizational commitment, practice, hospitality managers and practitioners need to promote leadership

programs that strengthen an employee-centred culture to promote organizational commitment. Besides, hoteliers should increase employee participation in decision-making to enhance organizational commitment and job satisfaction. Investing in professional development programs would serve as a good practice that would align employee goals with corporate culture to sustain high performance.

### **7. Limitations and Suggestions for Future Research**

Based on the findings and conclusions of this study, the following recommendations for future research are proposed. This study focused on classified hotels in Nairobi City County, which may limit the generalizability of the findings. Future research should explore the effect of adaptive corporate culture on job performance in different organizations in the hospitality industry such as restaurants and lodges in Nairobi City County and beyond. By conducting comparative studies across various types of establishments, researchers can determine whether the findings of this study are hotel-specific or applicable in broader contexts. While this study examined the direct mediating effect of organizational commitment on the nexus between adaptive corporate culture and job performance, future research should explore other potential mediators and moderators that could influence this nexus. Factors such as motivation, job security, workplace diversity, and psychological safety may play significant roles in shaping employee outcomes.

### **References**

- Ababneh, O. M. A. (2020). The impact of organizational culture archetypes on quality performance and total quality management: The role of employee engagement and individual values. *International Journal of Quality & Reliability Management*, 38(6), 1387–1408. <https://doi.org/10.1108/IJQRM-05-2020-0178>
- Abane, J. A., Adamtey, R., & Ayim, V. O. (2022). Does organizational culture influence employee productivity at the local level? A test of Denison's culture model in Ghana's local government sector. *Future Business Journal*, 8(1), 34. <https://doi.org/10.1186/s43093-022-00145-5>
- Abawa, A., & Obse, H. (2024). Organizational culture and organizational performance: Does job satisfaction mediate the relationship? *Cogent Business & Management*, 11(1), 2324127. <https://doi.org/10.1080/23311975.2024.2324127>
- Abbas, M., & Raja, U. (2019). Challenge-Hindrance Stressors and Job Outcomes: The Moderating Role of Conscientiousness. *Journal of Business and Psychology*, 34(2), 189–201. <https://doi.org/10.1007/s10869-018-9535-z>
- Adam, A., Yuniarsih, T., Ahman, E., & Kusnendi, K. (2020). *The Mediation Effect of Organizational Commitment in the Relation of Organization Culture and Employee Performance*. 260–264. <https://doi.org/10.2991/aebmr.k.200131.056>
- Almaaitah, M. F., Alsafadi, Y., Altahat, S. M., & Yousfi, A. M. (2020). The effect of talent management on organizational performance improvement: The mediating role of organizational commitment. *Management Science Letters*, 10, 2937–2944. <https://doi.org/10.5267/j.msl.2020.4.012>

- Arasli, H., Hejratty Namin, B., & Abubakar, A. M. (2018). Workplace incivility as a moderator of the relationships between polychronicity and job outcomes. *International Journal of Contemporary Hospitality Management*, 30(3), 1245–1272. <https://doi.org/10.1108/IJCHM-12-2016-0655>
- Bagis, F., Kusumo, U. I., & Hidayah, A. (2021). Job Satisfaction as A Mediation Variables on The Effect of Organizational Culture and Organizational Commitment to Employee Performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 5(2), Article 2. <https://doi.org/10.29040/ijebar.v5i2.2495>
- Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human Relations*, 61(8), 1139–1160. <https://doi.org/10.1177/0018726708094863>
- Bharadwaja, S., Lee, L., & Madera, J. M. (2018). Customer evaluations of service-oriented organizational citizenship behaviours: Agentic and communal differences. *International Journal of Hospitality Management*, 70, 120–129. <https://doi.org/10.1016/j.ijhm.2017.10.021>
- Bhardwaj, B., & Kalia, N. (2021). Contextual and task performance: Role of employee engagement and organizational culture in the hospitality industry. *Vilakshan - XIMB Journal of Management*, 18(2), 187–201. <https://doi.org/10.1108/XJM-08-2020-0089>
- Boonkoet, C. (2024). *The effects of an agile Organization on its employees* [Thesis, Mahidol University]. <https://archive.cm.mahidol.ac.th/handle/123456789/5436>
- Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate Culture and Its Impact on Employees' Attitude, Performance, Productivity, and Behavior: An Investigative Analysis from Selected Organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 45. <https://doi.org/10.3390/joitmc7010045>
- Clack, L. (2021). Employee Engagement: Keys to Organizational Success. In S. K. Dhiman (Ed.), *The Palgrave Handbook of Workplace Well-Being* (pp. 1001–1028). Springer International Publishing. [https://doi.org/10.1007/978-3-030-30025-8\\_77](https://doi.org/10.1007/978-3-030-30025-8_77)
- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, 87, 102462. <https://doi.org/10.1016/j.ijhm.2020.102462>
- Denison, D., & Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204–223.
- Denison, D., Nieminen, L., & Kotrba, L. (2014). Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys. *European Journal of Work and Organizational Psychology*, 23(1), 145–161. <https://doi.org/10.1080/1359432X.2012.713173>
- Fey, C. F., & Denison, D. R. (2003). Organizational Culture and Effectiveness: Can American Theory Be Applied in Russia? *Organization Science*, 14(6), 686–706.
- Fietz, B., & Günther, E. (2021). Changing Organizational Culture to Establish Sustainability. *Controlling & Management Review*, 65(3), 32–40. <https://doi.org/10.1007/s12176-021-0379-4>

- Gencer, G., Atay, H., Gurdogan, A., & Colakoglu, U. (2021). The relationship between organizational culture, organizational silence and job performance in hotels: The case of Kuşadası. *Journal of Hospitality and Tourism Insights*, 6(1), 70–89. <https://doi.org/10.1108/JHTI-01-2021-0001>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. Prentice Hall.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind, Third Edition*. McGraw Hill Professional.
- Hughes, M. C., Afrin, S., & Hamlish, T. (2023). Effectiveness of Skill-Building Interventions for Informal Caregivers of Adults with Cancer: A Systematic Review. *Journal of Cancer Education*, 38(2), 390–397. <https://doi.org/10.1007/s13187-022-02236-x>
- Ivanov, V. (2020). *Council Post: Organizational Culture: An Ever-Changing Tool of Empowerment*. Forbes. <https://www.forbes.com/sites/forbesbusinesscouncil/2020/07/31/organizational-culture-an-ever-changing-tool-of-empowerment/>
- Jung, H.-S., & Yoon, H.-H. (2021). Generational Effects of Workplace Flexibility on Work Engagement, Satisfaction, and Commitment in South Korean Deluxe Hotels. *Sustainability*, 13(16), Article 16. <https://doi.org/10.3390/su13169143>
- Kao, C.-Y., Tsaur, S.-H., & Huang, C.-C. (2020). The scale development of organizational culture on customer delight. *International Journal of Contemporary Hospitality Management*, 32(10), 3067–3090. <https://doi.org/10.1108/IJCHM-02-2019-0128>
- Kenny, V., & Nnamdi, S. (2019). *Employee productivity and organizational performance: A theoretical perspective*.
- Korda, B. B., & Rachmawati, R. (2022). Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction and Employee Commitment. *Jurnal Organisasi Dan Manajemen*, 18(2), 57–73. <https://doi.org/10.33830/jom.v18i2.3706.2022>
- Lasrado, F., & Kassem, R. (2020). Let's get everyone involved! The effects of transformational leadership and organizational culture on organizational excellence. *International Journal of Quality & Reliability Management*, 38(1), 169–194. <https://doi.org/10.1108/IJQRM-11-2019-0349>
- Lee, K.-J., & Choi, S.-Y. (2022). Effects of Organizational Culture on Employer Attractiveness of Hotel Firms: Topic Modeling Approach. *Complexity*, 2022(1), 4402673. <https://doi.org/10.1155/2022/4402673>
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Murimi, M., Wadongo, B., & Olielo, T. (2021). Determinants of revenue management practices and their impacts on the financial performance of hotels in Kenya: A proposed theoretical framework. *Future Business Journal*, 7(1), 2. <https://doi.org/10.1186/s43093-020-00050-9>

- Okore, L., Nyongesa, S. K., Owuor, P. M., & Molnár, E. (2024). Optimizing corporate culture dimensions and operational performance in the context of multinational companies in Kenya. *Vezetéstudomány / Budapest Management Review*, 55(11), Article 11. <https://doi.org/10.14267/VEZTUD.2024.11.02>
- Patwary, A. K., Azam, N. R. A. N., Ashraf, M. U., Yusoff, A. M., Mehmood, W., & Rabiul, M. K. (2023). Examining employee performance through knowledge management practices, organisational commitment and capacity building in the Malaysian hotel industry. *Global Knowledge, Memory and Communication, ahead-of-print*(ahead-of-print). <https://doi.org/10.1108/GKMC-11-2022-0256>
- Putri, D. P., Chumaidiyah, E., & Rohayati, Y. (2024). Service Quality Assessment for Mobile Application Development in the Information and Communication Technology (ICT) Industry. In A. K. Nagar, D. S. Jat, D. K. Mishra, & A. Joshi (Eds.), *Intelligent Sustainable Systems* (pp. 601–609). Springer Nature. [https://doi.org/10.1007/978-981-99-7886-1\\_49](https://doi.org/10.1007/978-981-99-7886-1_49)
- Putri Rahmadani, A., & Winarno, A. (2023). Exploring the Mediating Role of Organizational Commitment between Organizational Culture and Employee Performance: Evidence from Public Sector Organization. *International Journal of Economics, Business and Management Research*, 07(04), 119–133. <https://doi.org/10.51505/IJEBMR.2023.7410>
- Schein, H. (1992). *Organizational culture and leadership* (2nd ed.). Jossey-Bass.
- Seidu, S., Opoku Mensah, A., Issau, K., & Amoah-Mensah, A. (2021). Does organisational culture determine performance differentials in the hospitality industry? Evidence from the hotel industry. *Journal of Hospitality and Tourism Insights*, 5(3), 535–552. <https://doi.org/10.1108/JHTI-11-2020-0208>
- Tarsh, D. (2022, November 2). *Africa hotel development: It's Egypt, Morocco, Accor & Marriott*. Hospitality Net. <https://www.hospitalitynet.org/news/4110785.html>
- Wijethilake, C., Upadhaya, B., & Lama, T. (2023). The role of organisational culture in organisational change towards sustainability: Evidence from the garment manufacturing industry. *Production Planning & Control*, 34(3), 275–294. <https://doi.org/10.1080/09537287.2021.1913524>
- Yimam, M. H. (2022). Impact of training on employees' performance: A case study of Bahir Dar University, Ethiopia. *Cogent Education*, 9(1), 2107301. <https://doi.org/10.1080/2331186X.2022.2107301>