THE EFFECT OF CORPORATE CULTURE ON PROJECT PERFORMANCE AT NATION MEDIA GROUP

Charles M. Jumba - MBA

Department: Business Administration

Supervisor:

1. Mr. Paul Sang

The purpose of the study was to investigate the effect of corporate culture on project performance at NMG. The study focused on the effect of corporate culture on project performance since previous research had stopped short of identifying corporate culture as a factor for project performance. The four dimensions of corporate culture that were examined included teamwork, communication, reward and training which formed the independent variables, while project performance was the dependent variable. Descriptive statistics was used to analyse the data and draw conclusions. The target population of the study was NMG employees, Mombasa road plant. A representative sample of 57 employees was studied which represented 10% of the population. Stratified random sampling was used to choose the actual elements of the study sample. Employees from four types of occupational groups were represented in the sample. Data from the questionnaires was coded and entered into a computer for analysis using Excel spreadsheet. The data was described, explained and presented by the use of tables, from which various conclusions and recommendations were made. The results from the study indicated a strong relation between corporate culture and project performance. It was concluded that there was inadequate specific work-skill training, unfair reward and recognition system, inadequate communication between customers and project teams, among others. Some of the recommendations include ensuring learning resources are available and that use of quality management methods is encouraged. The researcher also recommended leadership and organizational structure as other factors that could affect project performance for further study. The study could benefit project management practitioners by providing specific constructs that can be applied towards improving the current approaches to project management. To the academicians, the study will form the basis for research into other areas of corporate culture and project management. Project management is indispensable for business results, and thus the research will be able to create strategic dialogue on issues of project performance that reflect the realities of capital project management by the government. It will further aid in reducing failure of major and complex national projects.