

## **Abstract**

Extant theories of strategic human resource management (SHRM) practices and cultures have generally adopted on the one hand the assumption that organizations develop a culture of their own that is distinct from the national and industry contexts in which the organization is embedded, thus ignoring the potential impact of external environmental factors on organizational culture. On the other hand, some researchers and scholars have questioned the validity and reliability of national culture-SHRM practices research. The current paper explores the employee cultural values in the Kenyan multinational companies (MNCs) and the influence of culture on SHRM practices. Hofstede's cultural dimensions of collectivism, power distance, uncertainty avoidance and femininity are applied. These value dimensions reflect human thinking and feelings of people which pose basic problems that any society has to cope with but for which solutions differ.