



Effect of Organizational Factors on Employee Performance in Kenyan Universities Campuses; a Case of Nakuru County

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How to cite this article: Ongwae, N. B., Lagat, C. & Odunga, R. (2018). Effect of Organizational Factors on Employee Performance in Kenyan Universities Campuses; a Case of Nakuru County , *Journal of Human Resource & Leadership* Vol 2(3) pp. 1-26.

Abstract

Organizational factors are considered to be the key elements in achieving both psychological and professional security at work. This uplifts employee performance both quantitatively and qualitatively. The situation calls for the human resources to focus on establishing a conducive working environment for their employees and students in order to secure their loyalty. The purpose of this research was to determine the effect of organizational factors on employee performance in Kenyan public universities campuses in Nakuru County. It also delved on the control effect of work environment on the relationship between organizational factors and employee performance. The target population included managers, academic staff and non-academic staff in Kenyan public university campuses in Nakuru County. The study employed a survey research design with the sampling technique being stratified and census where a sample of 138 members of staff were selected. This design was selected due to its suitability in collecting detailed information from a small representative sample where inferences about the target population can be made with minimal margin error. The study established that leadership, training & development, organisational culture and organisational structure were all significantly related to employee performance. Similarly, the study established that work environment had a control effect on the relationship between organizational factors and employee performance. It was concluded that

shared vision between leaders, faith and trust from the institution leadership, leaders encouraging employees to increase their conceptualization, comprehension, and analytical capability have impact on their performances. Encouraging trained employees to share what they have learned with other employees is of great importance to the organization and the trained employees' too. The study recommends that Management should encourage openness, independent decision making and adherence to bureaucratic procedures. It should champion for employees to perform their duties in accordance with laid procedures and principles. Work life balance should be encouraged in organization for better performance.

Keywords: *Leadership, Training & Development, Organisational Culture, Organisational Structure, Work Environment, Employee Performance and Kenyan Universities.*

1.0 Introduction

1.1 Background of the Study

There has been a lot of attention given to the field of employee performance in organizations because of its role in promoting performance of the organization to higher levels (Ojo, 2009). The people who are hired under an arrangement laid down in writing or made orally to work in an organization either on fully or part time basis are known as employees. The arrangement which forms the agreement of contract, spells out the terms of employments including the remuneration, type and scope of duties to be done and the time of working in the organization. Performance of employees comprises three key factors. These include the nature of working conditions, skills and effort. Skills consist of the competencies, abilities and knowledge the employees possess to be applied on the job. At the same time, the degree of motivation put forward by the employees in order to get the job done is the effort while work conditions is the extent of accommodation of the preceding factors to facilitate the level of productivity by the employees.

Organizations that are concerned with enhancing performance of employees invest on training, good leadership, sound organization culture and structure as an important factor for encouraging the employees to work whole heartedly and give their best while working. High employees' performance has several advantages which include increased productivity, increased job satisfaction, employees become more involved in their jobs, they become loyal to the organization and develop a sense of commitment; there is increased quality and quantity in production and increased profit that leads to the progress of the business. According to (Woods, 2014), performance feedback, job suitability, personal issues, motivation to succeed, job training and working conditions are some of the main factors influencing employee performance in any given organization. Poor performance can result from unfulfilled external or internal factors. The secret to fixing poor performance is to understand its root cause and thus organizations should provide managers with trainings that can enable them diagnose correctly the cause of poor performance and find the right solutions.

In Kenya, Performance of employees in public institutions like public universities in Kenya, is very important because it is reflected through designing of performance standards upon which to measure their staff performance. According to Churchill, Ford and Walker (1987), as cited in Salleh *et al.*, (2011) organizational factors such leadership, organizational culture, training and development, organization structure, are the determinants of employee performance. In Kenya public servants ensure that implementation of all policies in the government and programmes as required in the vision 2030 which is a new era development at the national level are fully adhered

to. This is mainly embedded in their provision of quality services and is a requirement by the government entities to ensure that it is adhered to by all its employees, (Salleh *et al*, 2011).

However, due to the recent urge for many Kenyans to seek for university education and the free primary and secondary programmes, there have been a lot of people getting admission in to both private and public universities. Due to this pressured the government has been able to establish more universities and constituent colleges, provision of self-sponsored programmes under the parallel initiative and diversifying the programmes provided by the different institutions of higher learning. Currently there are 64 private and public universities including two registered private universities, five private university constituent colleges, a total of 22 public universities, nine universities with letters of interim authority and nine public university constituent colleges and chartered private universities. If the universities utilize their own human capital well, they can effectively achieve their objectives.

Nakuru County, one of the fast growing towns in Kenya and East Africa has also a significant number of universities especially university campuses. Some of these institutions are Egerton University - Njoro, University of Nairobi, Laikipia – Naivash Campus, Moi University campus and Jomo Kenyatta University of Agriculture and Technology campus. At the same time, the number of people seeking to join or advance their education has also increased in the county implying that each of the university has a lot of pressure for accommodating all students. Public universities employee has been found with dissatisfaction features affecting them. Minimal attention has been given to employees of the public universities to provide them with necessary resources, motivation, effective job allocation measures and management to do away with strikes that is affecting the education standards in the country (Kariibe, Namusonge & Iravo, 2015). Sifuna (2012) indicates that leadership is one of the challenges in university education. Leaders are not recruited but rather selected and rewarded for their research, course development and their teaching. The study further indicated that funding is a major challenge in African region, systems show that high education is facing serious financial constraints.

1.2 Statement of the Problem

Public universities are labor intensive institution which depends on people for effective service delivery. Much attention has been given to better service and products, on how this can be achieved through utilizing manpower. Busienei (2013) contends that for organizations to survive in an era like this, they must lay a lot of emphasis on their competitive weakness as their strengths so as to develop their business and enhance in long term strategies. He further mentioned that a well-managed manpower influences performance. According to Saleem and Amin (2013), higher learning institutions can adopt favorable organizational factors to enhance employee attitudes, competences and skills for motivating them to work hard in order achieved the targets that have been set by the management. Most of the scholars have focused on factors affecting job performance in a broad field. Odinga, (2010) mentioned that, staffs in the Kenyan universities are not adequately trained with skills that are developed very slowly. Human resource management has been using organizational factors to manage employee performance.

Similar studies have carried out by several researchers (Djazuli 2013, Pangil 2015, Saleem 2015, Kalyani 2006). Despite the studies on organizational factors and employee performance in the earlier studies, the empirical evidence from different scholars about organizational factors on employee performance resulted into mixed solutions that are inconclusive. Lack of clear proves whether organizational factors motivates or de-motivates employee performance. This creates a

knowledge gap since little has been done to bring out the effects of organizational factors on employee performance in Kenyan public universities campuses.

1.3 Specific Objectives

- i. To determine the effect of leadership on employee performance in Kenyan public universities campuses in Nakuru County
- ii. To determine the effect of training and development on employee performance in Kenyan public universities campuses in Nakuru County
- iii. To determine the effect of organizational culture on employee performance in Kenyan public universities campuses in Nakuru County
- iv. To determine the effect of organization structure on employee performance in Kenyan public universities campuses in Nakuru County.
- v. To establish effect of work environment as a control variable on the relationship between organizational factors and employee performance in Kenyan public universities campuses in Nakuru County.

1.4 Research Hypotheses

- i. **H₀₁**: There is no significant relationship between leadership and employee performance in Kenyan public universities campuses in Nakuru County
- ii. **H₀₂**: There is no significant relationship between training and development and employee performance in Kenyan public universities campuses in Nakuru County
- iii. **H₀₃**: There is no significant relationship between organizational culture and employee performance in Kenyan public universities campuses in Nakuru County
- iv. **H₀₄**: There is no significant relationship between organization structure and employee performance in Kenyan public universities campuses in Nakuru County
- v. **H₀₅**: Work environment does not have a control effect on the relationship between organizational factors and employee performance in Kenyan public universities campuses in Nakuru County.

2.0 Literature Review

2.1 Employee Performance

Employee performance is a broader indicator that can include productivity, quality, consistency and so forth. On the other hand, performance measures can include results, behaviors criterion based and relative (Normative) measures, education and training concepts and instruments, including management developments and leadership training for building necessary skills and attitudes of performance management (Richard, 2002).

2.1.1 Theories of Employee Performance

The Herzberg's (1923) theory has a close relationship with the Maslow's theory of motivation. In his thinking Herzberg presented a two factor theory of motivation, where he says that in order to motivate employees, there are certain key factors to consider. These factors are known as the motivators which are embedded on the job its self and the amount of opportunities it gives to the employees such as promotion, recognition and having extra responsibilities. On the other hand were the hygiene factors considered as the de-motivators which are perceived to surround the job instead of the job its self, such as adoption of a democratic approach in the management and enhancing the content and nature of the real job in the business. Henry Fayol's Theory on principles of management developed (1949) according to him managerial activity is an ability that can be acquired.; stability of use of personnel, initiatives, spirit of co-operation (spirit de crops), unity of direction, subordination of individual interests, scalar chain order equity, centralization and decentralization.

2.1.2 Model of Employee Performance

2.1.2.1 The Resource - Based View Model

All assets capabilities, knowledge, organizational process, information and firm attributes controlled by a firm are the basis of the resource-based view derived from a resources based perspective (Barney, 1991). This view contends that firms are able to perform better than others with the development of valuable resources with capabilities which cannot be substituted by its competitors or easily imitated. The researcher affirms that the RBV model can be applied in assessing its application by the universities to determine and formulate discrete and peculiar capabilities which can then be transferred in their management systems and structures. The basis of this theory is that every firm has a competitive edge in the market which is created from its strategic plan using the available resources. This makes the competitive edge unique and cannot be duplicated or replicated by their competitors even in future, (Kinyanjui & Ouma, 2014).

Resource-based view states that, any organization with valued resources must be able to generate incomes and profit with rare, hard to imitate the resources and with no replacement from other resources (Barney, 1991). This is because the availability of resources is a crucial factor and must be within the organization. The model of resource-based view (RBV) described organization attentions as the availability of resources and the comparative advantage of organizations. Organizations ought to focus on the existing resources and capability in response to change of external environments.

2.1.3 Measures of Employee Performance

Employee performance measures is the methods by which the organization tracks its operations and examines how its goals are being attained (Cheng, 2008). There are various forms that employee performance is measured which includes, return on assets, return on investment, return on equity, return on sales/revenue growth, profitability, gross profits, market share, operational efficiency, liquidity, export growth, sales growth and stock prices, (Abu-jarad et al, 2010). Ricardo (2001) agreed that the measure performance can range from result-oriented conduct of the employees and the management and the measures related to training concepts and instruments, education and including leadership training and management development which are the building blocks and attitudes necessary for improving performance in an organization.

According to Salleh et al., (2011), employee performance can be measured using productivity, time against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring employee performance for instance, using of productivity, efficiency, effectiveness, quality, Compliance with work ethics & regulations, Job satisfaction and profitability measures (Nassazi, 2013). Kaplan and Norton (2006) quote that BSC is not a replacement for financial measures, but it is meant to compliment it. It measures the performance of an organization from four different perspectives such as internal processes, customer, financial, learning and growth. The financial measures focuses are based on the firm's profitability (where the shareholders assess the extent of the success in their investments) such as return on equity, return on sales and return on capital among many others. While sales from frequent customers, customers' profitability and customer surveys are the measures which are closely related to the customers.

2.2 Organizational Factors

Organizational factors are linked to day to-day environment where employees carry on their duties and where employees may be affected by the same factors if not well managed. Employees as the human capital in the organization are very important for ensuring that the organization achieves its objectives and goals as set out in the strategic plan. According to (Aboazoum, Nimran & Muzadieq, 2015) performance in organizations is achieved in the most constructs in both organizational psychology and human resource management. A performing organization is more attached to employee involvement in organizations activities such as decision making, goal setting or problem solving which results to employee commitment hence high productivity (Dabirian, Rezvanfar & Asadi, 2010).

The researchers further argues that commitment of an employee consistencies involving attitudes, beliefs and behavior which may be related to the extent to which the employees get to work late, the level of absenteeism and the turnover rate which also affects the wholesome performance of employees in the organization together with performance of the organization. Since relationship grow from effective communication which is anchored on the functioning and survival of the organization with harmonious relationship between all the individuals working there as well as the groups. At the same time, the capabilities of the employees are established and adopted via intensely communicative and social process, (Jones, Watson, Gardner, & Gallois 2004).

Research has highlighted on knowledge management as one of the organizational factors which contributes to performance of employees. Is a company able to learn quickly and apply and implement the knowledge acquired both from within and out of the company, it is said to be successful. A firm must be in a position to enhance the existing skills and at the same time master the new ones with the objective of acquiring and upholding competitive advantage. The infrastructure of a company should be planed such that there is adequate space for meetings which is able to stimulate team work that is efficient, one which promotes creativity, self-confidence, positive attitude, technological equipment such as internet and intranet, libraries, knowledge banks, continuous training and favorable business environment (Rampersad, 2007). Organizational factors are fundamental in enhancing employee performance as well as organizational competitiveness.

2.2.1 Theories of Organizational Factors

2.2.1.1 Organizational theory

This theory was proposed by Waldo (1978). Organizational theory consists of approaches to organizational analysis. Organizations are defined as social units of people that are structured and managed to meet a need, or to pursue collective goals. Theories of organizations include rational system perspective, division of labor, bureaucratic theory, and contingency theory. Waldo (1978) argued that Organization theory is characterized by vogues, heterogeneity, claims and counterclaims and even greater differentiation in theory and practice have developed since then. Organization theory certainly cannot be described as an orderly progression of ideas, or a unified body of knowledge in which each development builds carefully on and extends the one before it. Rather, developments in theory and prescriptions for practice show disagreement about the purposes and uses of a theory of organization, the issues to which it should address itself (such as supervisory style and organizational culture), and the concepts and variables that should enter into such a theory.

2.2.1.2 Theory of Cultural Propriety

Handy (1978) proposed this theory that employee will have to work satisfaction if they can find the workplace appropriate with their cultures. The key concept emphasized in his theory is: (a) inappropriate cultures lead to unhappiness and inefficiency, (b) Handy exclusively separated the typology of cultures into four patterns by using a smart metaphor. Each god represented quite different assumptions of four cultures and is clearly defined, (c) While every organization and individual is different, his theory offers four patterns of culture. It is not quite easy to find the organizational culture theory that is properly used in all type of organizations, and (d) His theory can be applied in both organizational culture and individual culture. Besides, it goes beyond time, space, and settings.

2.2.2 Model of Organizational Factors

2.2.2.1 A Bayesian Belief Network model of organizational factors

According to Jitwasinkul, Hadikusumo, and Memon (2016), organizational factors and human factors are intimately related and intermingled with each other. Therefore, development of the implications for improving work behaviors is difficult due to the complexities of multiple causal relations of those factors within work scenarios. With an aim towards identifying the particular implications for enhancing the desired behaviors or mitigating unfavorable behaviors, Bayesian network will therefore be selected as an analytical technique for providing insight into the influence of the relevant contributories by investigating variations in the output of networks. Bayesian Belief Networks have been extensively applied in research because of their capability to capture sophisticated inferences. Based on this Bayesian network, an improvement in work behavior can be obtained by controlling leadership, management commitment, participation, and the perceived behavioral control node (Jitwasinkul, *et al.*, 2016).

Accordingly, it is increasingly being acknowledged that management must demonstrate substantive and visible commitment to work related activities. In addition, managers at all levels must play an important role in establishing a supportive and participative atmosphere to encourage subordinates to work in a safer way (Jitwasinkul, *et al.*, 2016). This application and the findings from the empirical evidence of the Bayesian Belief Network can explore the influence of organizational factors and their impact on employee performance through manipulating a combination of organizational factors such as Leadership, Training and development, Organizational culture and Organization Structure.

2.2.3 Constructs of Organizational Factors

The organizational factors constructs include Leadership, Training and development, Organizational culture and Organization Structure. The sub construct for leadership are Team-builder, Motivation, Communication and Vision. The sub construct for Training and development include Career development, Evaluation and Feedback, Staff Assessment and Mentoring. The sub construct for Organizational culture include Beliefs, Values, Norms and customs and Attitude. Lastly, the sub construct for Organization Structure Specialization, Departmentalization, Centralization and Formalization.

Organizational factors could be viewed as the company's capabilities and processes at coordinating its resources and putting them into productive use. These capabilities reside in the organizations' rules, routines and procedures. More generally, a company's capabilities are a product of its structure, processes, control and hiring system. They specify how and where within the company decisions are made, the kind of behaviors that the company rewards, and its cultural norms and values (Dunn, & Jones, 2010). Organizational culture is a critical element in the successful implementation of any corporate strategy. It is about values, beliefs and ideas about what kinds of goals the members of the organization should pursue and about appropriate kind or standard of behavior organizational members should use to achieve these goals (Murphy, 2005). From organizational values develop organizational norms, guidelines or expectations that prescribe the appropriate behavior of employees in particular situations and control the behavior of organizational members towards one another. Culture shapes and influences the way members behave, and this is crucial for competitive intelligence processes.

2.3 Work Environment

Ismail (2010) observed that the states of physical working environment condition impact the workers' capacities and it will decide the well-being of associations. They include that the physical workplace incorporates the interior and external office format, temperature, safe place and furthermore the work setting or course of action. The physical working environment condition factors additionally incorporate lighting (both fake and characteristic), commotion, furniture and spatial formats in work environments (Vischer, 2007). An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Physical working environment can result a person to fit or misfit to the environment of the workplace. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the brain strains.

2.4 Empirical Review

2.4.1 Leadership and Employee Performance

Özer and Tınaztepe (2014) looked to grill the key organizations as far as various leadership and test the impact of them on execution. The examination was connected to an import export organization in Turkey. The sample comprised of white-collared individuals who are working in administrative and non-administrative employment positions in various workplaces of the organization. An aggregate of 215 complete responses were utilized for examinations. As far as theory testing, the principal speculation of the examination was incompletely bolstered as just relationship-situated and transformational leadership style are fundamentally identified with firm execution. With regards to the second theory contrasted with other style transformational

leadership strongly affected firm execution. At the point when the methods for authority style were thought of it as, was evident that in three nations most basic administration style is relationship-situated.

The motivation behind the investigation by Hallam, Dorantes Dosamantes, & Zanella, (2017) was to figure out what is distinctive about the part that hierarchical culture and leadership play in Small and Medium-sized Enterprises (SMEs), how they impact representative sense of duty regarding the association and how work fulfillment intervenes that relationship. Results uncovered that transformational administration had an immediate and roundabout (through occupation fulfillment) impact on Organizational responsibility. Of the other anticipated backhanded impacts was huge to be specific one with bureaucratic culture. Bureaucratic and Supportive culture had a noteworthy direct impact on Organizational responsibility. Arham (2014) examined the effect of leadership practices on the execution of administrations SMEs in Malaysia. The outcomes uncovered that: leadership behaviors and organizational performance of administrations SMEs; and transformational style contributed more fundamentally to the execution of SMEs than value-based administration conduct. The discoveries involve that authority conduct of leaders of SMEs is one of the fundamental components that impacts SMEs execution in the administrations area.

2.4.2 Training & Development and Employee Performance

Training has been looked at as the vehicle that drives the organization to its destination in a given period of time. It is a component of the human resources which is very vital in the development of human capital, (Ndulue, 2012). It is recommended that organizations should train and keep on training their staff in relation to their current and future operational environment in order to be able to survive in the competitive world of business. According to Muhammad, Saeed, and Asghar (2012) training is the ability, knowledge and skills that are necessary for performance of a specific job in a way that is acceptable, agreeable and meets the standards set out in the guidelines.

Kum, Cowden and Karodia, (2014) observes that most people imagine that development of an intrinsic programme that involves group training conducted for a whole day in every session. The learning process that involves acquisition of knowledge, concepts, sharpening of skills, rules or changing of attitudes and conducts which enhances performance of employees in an organization is known as training and development. Organizations that embrace high performance have today recognized the need to utilize the best training and development practices in order to improve their competitive edge, (Vinesh, 2014). If the value and potential of people in a given organization are to be harnessed and grown, then training and development are the most essential elements for every business, (Vinesh, 2014).

2.4.3 Organizational Culture and Employee Performance

According to Schein (2004) organizational culture are the practices and behaviors of the employees in a given organization which has been in use for long and defines the organizational orientation. It also shows how the staff thinks, acts, reacts and responds to the various needs of the organization. In Ng'ang'a and Nyongesa's (2012) definition, organizational culture is a design of shared elementary assumptions which is learned by an organizational group for solving their problems for internally integrating and externally adopting strategies which have worked well in the past to be assumed as valid and therefore transferred to any new members for the adaptation in the organization. Magee (2002) adds that organizational culture is connected inherently to the practices in the organization to influence performance of the employees, the history of the organization which is embedded on its cultural conduct together with the contemporary methods

of operation which guides the expectations of the employees and the behaviors and norms to be accepted in the future of the organization.

An organization with a strong culture which is well integrated in their systems and have affective set of values, beliefs and behavior has a high performance degree by its employees, (Rose, 2008). However for culture to remain related to the high performance of the staff, it must be able to quickly adapt to the dynamic environmental conditions. The culture must also have unique qualities and shared extensively within the organization which cannot be duplicated by other competitive organizations. According to Andenike, (2013), a culture that is connected to the beliefs, values shared by the personnel in an organization. Employees relate to the values, norms stories, beliefs and principles that associates this assumption into the activity and behavioral set standards.

2.4.4 Organization Structure and Employee Performance

D'ortenzio (2012) in his study on Australian companies noted that there are factors which tend to influence the organizational planned change process. This study noted that organizational structure, organizational leadership, organizational environment, and organizational culture contributed to a greater extent towards a change management process. Organizations with bureaucratic structures, poor leadership, unfavorable organization environments and weak organizational culture tend to have highest failure rate during change management. However, it was noted that organizations that exhibited lean structures, strong leadership, conducive organizational environments, and strong organizational cultures tend to manage change more efficiently and had higher success rates of the organizational change process.

According to Namoso, (2013) Organizational structure is seen as the location of decision-making responsibilities in the firm, the formal division of the organization into subunits, and the establishment of integrating mechanisms to coordinate the activities of subunits. However, an organization's structure can depend on its size, the sector it operates in (public, private, or 'third sector' i.e. voluntary or charitable), the number of people it employs and its physical resources. Developing a structure that supports a firm's change initiatives is difficult because of uncertainty and dynamic environment hence it is a critical component of successful change management process (Namoso, 2013). Further, the configuration of organizational structure impedes or facilitates the capacity of the company to adapt to change, to learn, to innovate or to improve its ability to generate added value for its customers (Martinez-Leon & Martinez-Garcia, 2011).

In order for an organization to achieve successful change management results, the staff should empower and give authority to junior employees to make decisions that will enable a proper change management process. Delegation has been claimed to influence and enable utilization of employee talent hence to benefit the organization change process (Kombo, Obonyo, & Oloko, 2014). Organizational hierarchy with many management levels make it difficult for change communication to reach the intended recipient in the right time and form without distortion and hence enabling change management (Namoso, 2013).

2.4.5 Work Environment

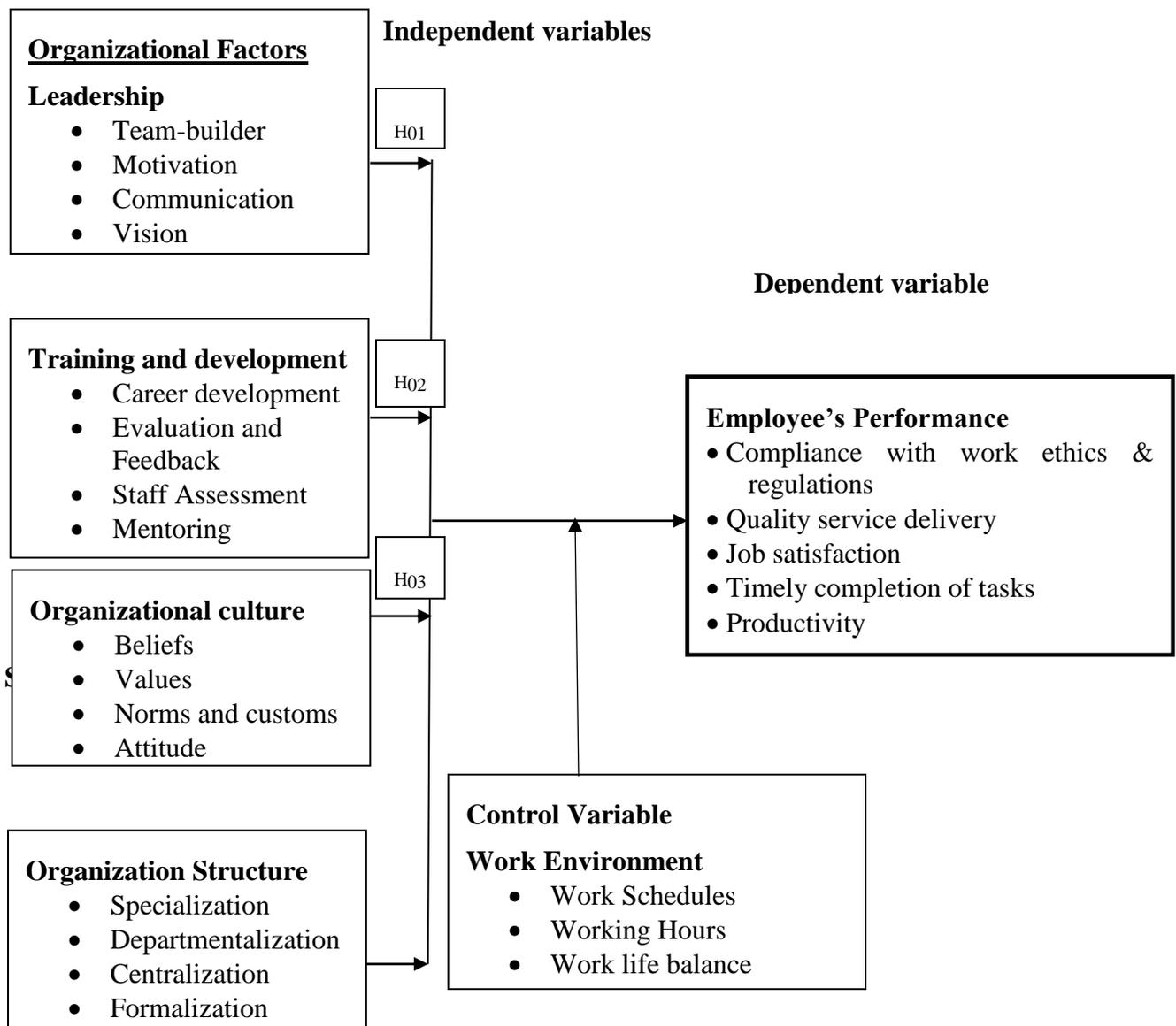
Nazushi (2015) investigated the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. From the findings, the study concluded that work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance.

The findings revealed that employees were not satisfied with the management style and promotions in their organizations. The study recommended that mobile telecommunications firms need to set up more comprehensive reward systems, change management style to transformational leadership style that is inclusive of all employees. The working conditions of employees should also be improved to motivate employees to work.

Bushiri (2014) assessed the impact of working environment on employees' performance at Institute of Finance Management in Dar es Salaam Region. The study findings indicated that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees 'will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job. In conclusion based on the findings the study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees.

2.5 Conceptual Framework on Employee Performance

According to Mutuku *et al* (2014) a conceptual framework is an elementary construction that comprises of a definite non-figurative lump which signify the aspects which can be observed. Figure 1.1 shows the relationship between the variables.



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Figure 1 Conceptual Framework on Employee Performance

Employee performance can be affected or influenced by other variables not directly associated with organizational factors. The independent variable can take the form of Leadership, Training and development, Organizational culture and Organization Structure. Leadership will be concerned with processes which should yield favorable attitudes. These processes may alter the individual needs in achieving and maintaining a personal worth and importance, this can affect the achievement of organizational objectives and the manner in which the organization responds to demands in the environment and performance. Organizations that learn and manage their culture will likely have advantage over the other and this may affect performance. Training will be concerned particularly with Career development, Evaluation and Feedback, Staff Assessment and Mentoring. Organization Structure like Specialization, Departmentalization, Centralization and Formalization may have an influence on employee performance. The study conceptualizes that the organizational factors (independent variable) adopted by the public university campuses which may significantly influences employee performance in Kenyan public universities campuses in Nakuru County. The organizational factors include Leadership, Training and development, Organizational culture and Organization Structure.

3.0 Research Methodology

The study was carried out in the public universities campuses in Nakuru County. Nakuru County is located in the former Rift Valley province of Kenya which is 90 km from Nairobi. Descriptive survey design was used in the study. This method was used because it explains the link among the variables of study and describes characteristics related to the population in order to give a specific picture of a given marvel. The target population comprised of public universities campuses in Nakuru County. The units of analysis was 10 campuses managers, 35 teaching staff and 93 non - teaching staff. The study was conducted in; Egerton university campus, University of Nairobi campus, Jomo Kenyatta university campus, Laikipia university campus and Kenyatta university campus. These universities campuses are selected since they have the most visible image and are perceived to be more likely to give relevant information for the achievement of the study objectives. Census sampling technique was used in this study because the target population was small to sample hence the entire population was selected for the research study. Questionnaires was used to obtain data from the employees of the respective universities campuses at their work places. Multiple regressions was applied to find the specific effect between independent variables and the dependent variable. At the same time, the researcher used Pearson correlation and multiple regressions to determine how strong the relationship was and direction of the link between employee performance (dependent variable) and each of the independent variables namely; leadership, training and development, organizational culture and organizational structure. The following multiple linear regression function is specified for this study:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where

Y = employee performance;

X₁ = leadership;

X₂= training and development;

X₃= organizational culture;

X₄ = organizational structure.

X₅ = work environment (Control)

β₀ is constant,

β₁, β₂ β₃ and β₄ are the regression coefficients,

ε= Error term.

4.0 Research Findings and Discussion

4.1 Response Rate

One hundred and thirty eight questionnaires were distributed to the respondents, of which one hundred and thirteen were answered properly and returned. This represented a response rate of 81.88%. Babbie (2004) observed that return rates of above 50% are acceptable to analyse and publish, 60% is good, 70% is very good while above 80% is excellent. From this assertion, 81.88% response rate is excellent for the study to make conclusion.

Table 1: Response Rate

Response	Frequency	Percent
Returned	113	81.88%
Not filled	25	18.12%
Total	138	100%

4.2 Test for Reliability

The reliability of the research instruments for this study was obtained using the Cronbach's Alpha formula to establish the degree of their accuracy and consistency, (Mugenda & Mugenda, 2003). The reliability is expressed as a coefficient between 0.00 and 1.00. The higher the coefficient, the more reliable is the test. Results on Table 2 shows that all the statements were reliable since the Cronbach alpha was above 0.7 which was used as a cut-off of reliability for the study. Leadership (0.775), Training and Development (0.846), organization culture (0.784), organization structure (0.874), work environment (0.779) and employee performance (0.838). Therefore the internal consistency reliability of the measure was excellent. This indicates that the data was reliable since an alpha coefficient higher than 0.70 signifies that the gathered data has a relatively high internal consistency and could be generalized to reflect the respondent's opinions on the study problem.

Table 2: Reliability coefficient

Variable	Cronbach's Alpha	Comment
Leadership	.775	Accepted

Training and Development	.846	Accepted
Organization Structure	.874	Accepted
Organization Culture	.784	Accepted
Work Environment	.779	Accepted
Employee Performance	.838	Accepted

4.3 Descriptive Statistics

The section presents the descriptive statistics on leadership, training and development, organizational culture, organizational structure, work environment and employee performance.

Table 3: Descriptive Statistics for Organizational Factors and Employee Performance

Variable	Mean	Standard Deviation
Leadership	4.01	0.97
Training And Development	3.92	1.01
Organizational Culture	4.30	0.75
Organizational Structure	4.17	0.83
Work Environment	3.60	1.14
Employee Performance	3.70	1.11

The average mean of the responses was 4.01 (Leadership), 3.92 (Training and Development), 4.30 (Organizational Culture), 4.17 (Organization Structure), 3.60 (Work Environment) and 3.70 (Employee Performance) indicating agreement to most of the statements. Although the answers were varied as shown by a standard deviation of 0.97(Leadership), 1.01 (Training and Development), 0.75 (Organizational Culture), 0.83 (Organization Structure), 1.14 (Work Environment) and 1.11 (Employee Performance), it was moderate and normal on such statistics.

The result implies that leadership is critical in providing direction to employees in an organization for them to perform their duties. Training and development had an impact on employees' motivation, skills acquisition and their competitiveness. Most institutions valued their employees and they appreciated principles such as respect, innovation, involvement and appraisal of their employees. Organizations structure encouraged openness, independent decision making and adherence to bureaucratic procedures. Work environment in most of the organization was conducive, employees who worked overtime were recognized and clear working schedules existed. Employee offered satisfactory services to their clients owed to their excellent communication skills and job satisfaction despite their average involvement in decision makings.

4.4 Correlation Analysis

Correlation analysis was conducted to establish the association between organizational factors and employee performance in Kenyan public universities campuses in Nakuru County. Association of variable is established between 0 and 1. Results in Table 4 shows the correlation analysis. The results indicated that there was a positive and a significant association between leadership and employee performance ($r=0.717$, $p=0.000$). Similarly, results revealed that there was a positive and a significant association between training & development and employee performance ($r=0.634$, $p=0.000$). The results also indicated that there was a positive and a significant association between organizational culture and employee performance ($r=0.454$, $p=0.000$). Further, results

showed that there was a positive and a significant relationship between organizational structure and employee performance($r=0.727$, $p=0.000$). On control effect of work environment, it had a positive and a significant relationship with employee performance($r=0.185$, $p=0.050$).

Table 4: Correlation matrix results between organizational factors, work environment and employee performance

Correlations		Work Environment	Leadership	Training	Organization Culture	Organization Structure	Employee Performance
Work Environment	Pearson Correlation	1.000					
	Sig. (2-tailed)						
Leadership	Pearson Correlation	.203*	1.000				
	Sig. (2-tailed)	0.031					
Training	Pearson Correlation	0.147	.645**	1.000			
	Sig. (2-tailed)	0.121	0.000	0			
Organization Culture	Pearson Correlation	-0.085	.553**	0.148	1.000		
	Sig. (2-tailed)	0.369	0.000	0.117			
Organization Structure	Pearson Correlation	0.169	.812**	.629**	.497**	1.000	
	Sig. (2-tailed)	0.073	0.000	0.000	0.000		
Employee Performance	Pearson Correlation	0.185*	.717**	.634**	.454**	.727**	1.000
	Sig. (2-tailed)	0.050	0.000	0.000	0.000	0.000	

* Correlation is significant at the 0.05 level (2-tailed).
 ** Correlation is significant at the 0.01 level (2-tailed).

4.5 Diagnostic Tests

Before constructing a regression model, pre-estimation and post estimation tests were conducted. The pre-estimation tests conducted in this case was the multicollinearity test while the post estimation tests was normality test. This is usually performed to avoid bogus regression results.

4.5.1 Normality Test

Normality test was examined using the graphical method approach as shown in the Figure 2 below. The results in the figure indicate that the residuals are normally distributed.

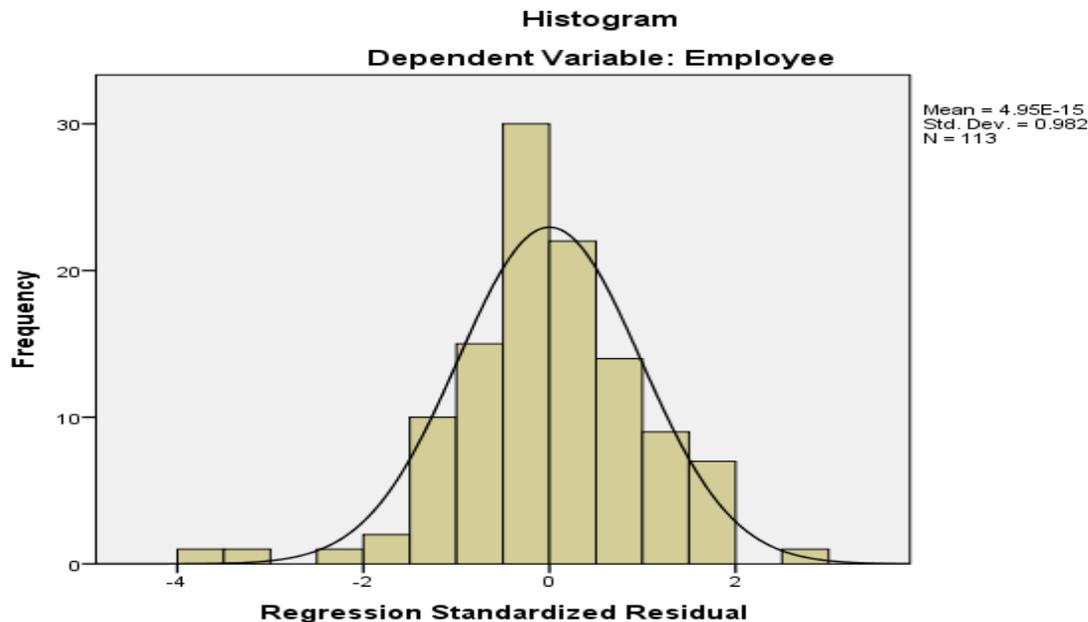


Figure 2: Normality Test Results

4.5.2 Multicollinearity Test

Multicollinearity is a statistical phenomenon in which two or more predictor variable in a multiple regression model are highly correlated, the undesirable situation where the correlations among the independent variables are strong. Statistics used to measure multicollinearity include tolerance and variance inflation factor. From the findings, the all the variables had a tolerance values greater than 0.2 and VIF values less than 10 as shown in table 5. Indicating that there is no multicollinearity among the independent variables (Leadership, Training and development, Organizational structure and Organizational culture) and the control variable (Work environment).

Table 5: Multicollinearity Results using VIF

Collinearity Statistics		
	Tolerance	VIF
Leadership	0.262	3.822
Training and Development	0.479	2.089
Organization Culture	0.597	1.676
Organization Structure	0.31	3.223

Work Environment	0.42	2.016
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4.6 Regression Analysis

4.6.1 Regression analysis without Control Variable (Work Environment)

The study conducted regression analysis between organizational factors and employee performance in Kenyan public universities campuses in Nakuru County. This was in order to establish the relationship between organizational factors and employee performance. Results were presented in Table 6, 7 and 8.

The results presented in table 6 shows the fitness of model used for the regression model in explaining the study phenomena. Leadership, training and development, organizational culture and organizational structure were found to be adequate variables in explaining and employee performance. This is supported by coefficient of determination also known as the R square of 61.8%. This means that Leadership, training and development, organizational culture and organizational structures explain 61.8% of the variations in the employee performance (dependent variable) in in Kenyan public universities campuses in Nakuru County. This results further means that the model applied to link the relationship of the variables was good.

Table 6: Model Fitness

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.786a	0.618	0.604	0.31517	

a. Predictors: (Constant), Organization Structure, Organization Culture, Training, Leadership

Significance testing in statistics of the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value/probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Results in Table 7 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Additionally, the results imply that the independent variables were good predictors of employee performance. This was supported by an F statistic of 43.655 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 7: Analysis of Variance

ANOVA a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.346	4	4.336	43.655	.000b
	Residual	10.728	108	0.099		
	Total	28.074	112			

a Dependent Variable: Employee

a. Predictors: (Constant), Organization Structure, Organization Culture, Training, Leadership

Regression of coefficients results in table 8 shows that leadership and employee performance were positively and significant related ($r=0.136$, $p=0.0106$). This means that an improvement in leadership by one percent, leads to an increase in employee performance by 13.6%. Equally, the table indicated that training and development and employee performance were positively and significantly related ($r=0.147$, $p=0.001$). This means that an improvement in training and development by one percent, leads to an increase in employee performance by 14.7%. It was further established that organisational culture and employee performance were positively and significantly related ($r=0.097$, $p=0.045$). This means that an improvement in organisational culture by one percent, leads to an increase in employee performance by 9.7%. Furthermore, results showed that organisational structure and employee performance were positively and significantly related ($r=0.144$, $p=0.004$). This means that an improvement in organisational structure by one percent, leads to an increase in employee performance by 14.4%.

The result informs that of Salleh *et al.*, (2011), who observed that employee performance can be measured using productivity, time against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring employee performance for instance, using of productivity, efficiency, effectiveness, quality, Compliance with work ethics & regulations, Job satisfaction and profitability measures (Nassazi, 2013).

Table 8: Regression of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.96	0.192		10.228	0.000
	Leadership	0.136	0.052	0.19	2.632	0.0106
	Training & Development	0.147	0.043	0.291	3.389	0.001
	Organization Culture	0.097	0.049	0.149	1.981	0.045
	Organization Structure	0.144	0.049	0.315	2.953	0.004

a Dependent Variable: Employee Performance

The specific model is then presented as below

$$Y = 1.96 + 0.136X_1 + 0.147X_2 + 0.097X_3 + 0.144X_4$$

Where

Y = Employee Performance;

X₁ = Leadership;

X₂= Training and Development;

X₃= Organizational Culture;

X₄ = Organizational Structure.

4.6.2 Regression analysis with Work Environment (Control Variable)

The study conducted regression analysis between organizational factors, work environment and employee performance in Kenyan public universities campuses in Nakuru County. This was in order to establish the control effect of work environment on the relationship between organizational factors and employee performance. Results were presented in Table 9, 10 and 11.

The results presented in table 9 shows the fitness of model used for the regression model in explaining the study phenomena. Leadership, training and development, organizational culture and organizational structure together with the control effect of work environment were found to be adequate variables in explaining and employee performance. This is supported by coefficient of determination also known as the R square of 62.2%. Without Work Environment (Control variable), Leadership, training and development, organizational culture and organizational structures explain 61.8% (Table 8) of the variations in the employee performance (dependent variable) in in Kenyan public universities campuses in Nakuru County. However, with the control effect of work environment organization factors explained 62.2% of the employee performance. With an improvement in R² on inclusion of the control variable, it means that work environment has a significant influence on employee performance.

Table 9: Model Fitness

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.789a	0.622	0.605	0.31480	

a. Predictors: (Constant), Work Environment, Organization Structure, Organization Culture, Training, Leadership

Significance testing in statistics of the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value/probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Results in Table 10 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Additionally, the results imply that the independent variables were good predictors of employee performance. This was supported by an F statistic of 35.258 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 10: Analysis of Variance

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.470	5	3.494	35.258	.000b
	Residual	10.604	107	0.099		

Total 28.074 112

a Dependent Variable: Employee

a. Predictors: (Constant), Work environment, Organization Structure, Organization Culture, Training, Leadership

Regression of coefficients results in table 11 shows that leadership and employee performance were positively and significant related ($r=0.125$, $p=0.0171$). This means that an improvement in leadership by one percent, leads to an increase in employee performance by 12.5%. Equally, the table indicated that training and development and employee performance were positively and significantly related ($r=0.151$, $p=0.001$). This means that an improvement in training and development by one percent, leads to an increase in employee performance by 15.1%. It was further established that organisational culture and employee performance were positively and significantly related ($r=0.11$, $p=0.033$). This means that an improvement in organisational culture by one percent, leads to an increase in employee performance by 11.0%. Moreover, results showed that organisational structure and employee performance were positively and significantly related ($r=0.141$, $p=0.005$). This means that an improvement in organisational structure by one percent, leads to an increase in employee performance by 14.1%. Moreover, results showed that work environment and employee performance were positively and significantly related ($r=0.082$, $p=0.027$). This means that an improvement in organisational structure by one percent, leads to an increase in employee performance by 8.2%.

The result similarly informed that Nazushi (2015) who concluded that work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance. Employees needs to be satisfied with the management style and promotions in their organizations.

Table 11: Regression of Coefficients with Work Environment (Control Variable)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.785	0.247		7.217	0.000
Leadership	0.125	0.053	0.164	2.36	0.017
Training	0.151	0.043	0.299	3.468	0.001
Organization Culture	0.11	0.051	0.172	2.164	0.033
Organization Structure	0.141	0.049	0.309	2.892	0.005
Work Environment (Control Variable)	0.082	0.041	0.07	2.011	0.027

a Dependent Variable: Employee Performance

The specific model is then presented as below

$$Y = 1.785 + 0.125X_1 + 0.151X_2 + 0.11X_3 + 0.141X_4 + 0.082X_5$$

Where

Y = Employee Performance;

X₁ = Leadership;

X₂= Training and Development;

X₃= Organizational Culture;

X₄ = Organizational Structure.

X₅ = Work Environment (Control Variable)

4.7 Discussion of Hypotheses Testing

4.7.1 Hypothesis testing for Leadership and Employee Performance

The null hypothesis was that there is no significant relationship between leadership and employee performance in Kenyan public universities campuses in Nakuru County. The hypothesis was tested by using multiple linear regression (Table 8). The acceptance/rejection criteria was that, if the p value is greater than 0.05, the Ho₁ is not rejected but if it's less than 0.05, the Ho₁ fails to be accepted. Results in Table 8 show that the p-value was 0.0106<0.05. This implied that the null hypothesis was rejected hence there is a significant relationship between leadership and employee performance in Kenyan public universities campuses in Nakuru County. The findings agrees to that of Achoch, Gakure and Waititu (2014), who found a strong positive relationship between leadership style and transformation of public service reforms initiative leading to an effective leadership style which is an important source of competitive advantage to the organization. It also informs that of Arham (2014) who uncovered that: leadership behaviors and organizational performance of administrations SMEs; and transformational style contributed more fundamentally to the execution of SMEs than value-based administration conduct. The discoveries involve that authority conduct of leaders of SMEs is one of the fundamental components that impacts SMEs execution in the administrations area.

4.7.2 Hypothesis testing for Training & Development and Employee Performance

The null hypothesis was that there is no significant relationship between training and development and employee performance in Kenyan public universities campuses in Nakuru County. The hypothesis was tested by using multiple linear regression (Table 8). The acceptance/rejection criteria was that, if the p value is greater than 0.05, the Ho₁ is not rejected but if it's less than 0.05, the Ho₁ fails to be accepted. Results in Table 8 show that the p-value was 0.001<0.05. This implied that the null hypothesis was rejected hence there is a significant relationship between training and development and employee performance in Kenyan public universities campuses in Nakuru County. The result is consistent to that of Ghafoor, Khan and Aslam (2011) who claimed that training and development improves the performance of employees in an organization because the goal of training is to improve on the overall performance of the organization. Appiah (2010) opines that, a permanent change in the skills, knowledge and attitude of staff in the organization in the jobs they hold currently are created by the learning experience acquired during training. Training also enables the employees to gain knowledge that is transferable in the organizational setting and is very significant in the organizational development and enhances performance of the staff in the organization which leads to increased productivity.

4.7.3 Hypothesis testing for Organizational Culture and Employee Performance

The null hypothesis was that there is no significant relationship between organizational culture and employee performance in Kenyan public universities campuses in Nakuru County. The hypothesis was tested by using multiple linear regression (Table 8). The acceptance/rejection criteria was that, if the p value is greater than 0.05, the H_{01} is not rejected but if it's less than 0.05, the H_{01} fails to be accepted. Results in Table 8 show that the p-value was $0.045 < 0.05$. This implied that the null hypothesis was rejected hence there is a significant relationship between organizational culture and employee performance in Kenyan public universities campuses in Nakuru County. The result informs that of Schein (2004) who observed that organizational culture are the practices and behaviors of the employees in a given organization which has been in use for long and defines the organizational orientation. It also shows how the staff thinks, acts, reacts and responds to the various needs of the organization. Equally the result is consistent with that of Andenike, (2013) who observed that a culture that is connected to the beliefs, values shared by the personnel in an organization. Employees relate to the values, norms stories, beliefs and principles that associates this assumption into the activity and behavioral set standards.

4.7.4 Hypothesis testing for Organizational Structure and Employee Performance

The null hypothesis was that there is no significant relationship between organizational structure and employee performance in Kenyan public universities campuses in Nakuru County. The hypothesis was tested by using multiple linear regression (Table 8). The acceptance/rejection criteria was that, if the p value is greater than 0.05, the H_{01} is not rejected but if it's less than 0.05, the H_{01} fails to be accepted. Results in Table 8 show that the p-value was $0.004 < 0.05$. This implied that the null hypothesis was rejected hence there is a significant relationship between organizational structure and employee performance in Kenyan public universities campuses in Nakuru County. The result agrees to that of Namoso, (2013) who observed that organizational structure is seen as the location of decision-making responsibilities in the firm, the formal division of the organization into subunits, and the establishment of integrating mechanisms to coordinate the activities of subunits. However, an organization's structure can depend on its size, the sector it operates in (public, private, or 'third sector' i.e. voluntary or charitable), the number of people it employs and its physical resources. Developing a structure that supports a firm's change initiatives is difficult because of uncertainty and dynamic environment hence it is a critical component of successful change management process

Equally the result is consistent to that of Chen, Huang and Hsiao (2010) who asserted that vertically structured organizations have specialized tasks, a strict hierarchy with many rules (formalization), vertical communication and reporting systems, few teams or task forces, and centralized decision-making while horizontal structure involves shared tasks and empowerment, a more relaxed hierarchy with fewer rules, horizontal face-to-face communication, more teams or task forces, and decentralized decision-making.

4.7.5 Hypothesis testing for Work Environment (Control Variable) and Employee Performance

The null hypothesis was that work environment doesn't have a control effect on the relationship between organizational factors and employee performance in Kenyan public universities campuses in Nakuru County. The hypothesis was tested by using multiple linear regression (Table 11). The acceptance/rejection criteria was that, if the p value is greater than 0.05, the H_{01} is not rejected but

if it's less than 0.05, the H_0 fails to be accepted. Results in Table 11 show that the p-value was $0.027 < 0.05$. This implied that the null hypothesis was rejected hence work environment do have a control effect on the relationship between organizational factors and employee performance in Kenyan public universities campuses in Nakuru County. Overall, the impact of work environment is positive to the employee performance. The results agrees to that of Bushiri (2014) who revealed that employees 'will improve their performance if the problems identified in their organization are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job. Hence, organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees.

5.0 Conclusion

Based on the findings and hypothesis tested, the study concluded that leadership has a positive and significant relationship with employee performance. Shared vision between leaders, faith and trust from the institution leadership, leaders encouraging employees to increase their conceptualization, comprehension, and analytical capability have impact on their performances. Transformational leadership style is fundamentally firm execution and thus to employee performances.

Training provides skills, knowledge and motivation to the employees which in turns improves their performances. Encouraging trained employees to share what they have learned with other employees is of great importance to the organization and the trained employees too. Mentorship programs within an organization are very important in guidance on knowledge acquisition and dissemination and so is to performance.

Organisational culture encourages respect of authority, fosters an innovative culture, culture of high employee involvement, adaptable culture that drives human resource morale and retention, market turnover and productivity and reviews cultural values in the context of the external environment to enable the university outperform competitions. Culture is therefore connected to the beliefs, values shared by the personnel in an organization. Employees relate to the values, norms stories, beliefs and principles that associates this assumption into the activity and behavioral set standards.

Organizations structure encouraged openness, independent decision making and adherence to bureaucratic procedures. It allows employees to perform their duties in accordance with laid procedures and principles. Decision-making responsibilities are always done with respect to the organizational structure. There exist two organizational structure orientation that is vertical and horizontal. Vertical structure deals with specialized tasks and reporting while horizontal structure involves shared tasks and empowerment, a more relaxed hierarchy with fewer rules, horizontal face-to-face communication, more teams or task forces, and decentralized decision-making.

Work environment is a critical aspect that boosts organization factors in the attainment of employee performance. Conducive work place, a work life policy and work schedule are the most important elements that should be worked on for employees to work effectively in the organization. Avoidance of work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improvement of work incentives in the organization can motivate employees to perform their job better.

6.0 Recommendation

Management in every organization should pay attention to their leadership style, training and development, organizational culture, organizational structure when effecting changes that touch on their employees. Special focus should be given to organizational factors when executing duties as they are imperative in employee performances. Sharing of organization vision, encouraging employees to increase their conceptualization, comprehension, and analytical capability should be fronted in all aspects to enhance employee performances. Training should be carried out periodically because it provides skills, knowledge and motivation to the employees which in turns improves their performances. Organizational culture should be formulated in a manner that can encourage respect of authority, fostering an innovative culture, culture of high employee involvement, adaptable culture that drives human resource morale and retention, market turnover and productivity. Management should encourage openness, independent decision making and adherence to bureaucratic procedures. It should champion for employees to perform their duties in accordance with laid procedures and principles. Work life balance should be encouraged in organization for better performance. Organizations should strive to create a conducive work environment for its staff to perform better.

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