

# INFLUENCE OF EMPLOYEE ATTITUDES ON EMPLOYEE PERFORMANCE IN NZOIA SUGAR COMPANY IN BUNGOMA COUNTY, KENYA

Micheal Musa Ochieng<sup>1\*</sup>, Otsyulah Okumu<sup>2</sup>

<sup>1</sup>Mount Kenya University

<sup>2</sup>Friends University Kaimosi

**\*Corresponding Author:**

Email: [ochieng\\_musa@yahoo.com](mailto:ochieng_musa@yahoo.com)

---

## Abstract

The success or failure of this organization depends on their culture, which is always regarded as their asset or liability. Thus, the purpose of the study was to establish the influence of employee attitudes on employee performance in Nzoia sugar company in Bungoma County, Kenya; The study adopted a descriptive survey research design, with a target population of 335 people; which comprised of 326 employees and 9 heads of departments. The sample size of 181 persons was determined using the Krejcie & Morgan table (1970). The researcher collected data using questionnaires and interview guides. The instruments were validated by the experts in the area of study. Reliability of the instruments was determined through a pilot study where Spearman's rank correlation coefficient ( $r$ ) was analysed for the two scores and found to be 0.79; thus the instruments were reliable. Quantitative data was analysed using descriptive statistics and presented in tables, while qualitative data was presented using quotation. The study established that employee attitudes had a statistically significant association with employee performance. It was therefore recommended that for enhanced employee performance there should be a clear understanding of the employee attitudes. It is hoped that the findings of the study will also help management develop strategies appropriate to manage employee attitudes and performance across the sugar industries.

**Keywords:** *employee attitudes, employee performance, organization culture*

## INTRODUCTION

The general attitude of employees in an organization is brought about by the individual attitudes of each employee. The absenteeism of employees from work, loyalty of individual employees to the organization coupled with their perception of the organization is all determined by the attitudes of the employees to the organization. The cluster of feelings directed to individuals, or group determines how their overall performance in the organization this ultimately determines and encourages potential buyers to buy organization products. Rahiman et al. (2017) discovered that employees' work performance is directly affected by attitudes. For organizations to grow overall employees' effort are required and their job profiles and description should make them happy and content. The management must therefore identify those variables that are associated with the employees and organization performance that impact on attitudes of employees and organization performance. Employee work performance and attitude is always determined by their expectation that they must be happy to produce.

Khan, et al. (2014) discovered that factors like attitude of employees, satisfaction of the employee on the job, commitment of the employees on the job, further training of the employees and their motivation positively affect performance. Organization success is also dependent on employee morale. Blessing, Elenwo and Busola (2020) investigated the relationship between attitudes of employees and performance of service firms in Port Rivers State. The study sampled 200 residents and administered them with structured questionnaires. Descriptive and Pearson correlation measures were used to analyse data. The study findings suggested that employee's attitude, measured in terms of employee job satisfaction, commitment, and engagement, positively influenced organizational performance. Chepkorir (2015) investigated the influence of service quality on the satisfaction of customers at Huduma Centre - Nairobi. The author used mixed methods for a sample of 50 respondents and analysed the data using inferential and descriptive statistics (Pearson correlation). The study findings showed that service quality, friendliness of staff, and timely settlement of customers' difficulties were all elements that contributed to consumer satisfaction at the centre.

Employees and customer satisfaction in organizations are determined by the extend of employee empowerment. Karakoc et al. (2009) affirmed that how first employees responded to issues in the organization how empowering of employees in the organization contributed to the different production processes and how well they participated in solving the issues, how they related with their colleagues, any alternatives that they initiated in solving the issues at hand, how well they handled their junior staff, employee opportunity for growth, employee given opportunity for creativity, how well employees were motivated and how well the employees were satisfied on the job. Many organizations are forced to operate differently to have competitive advantage; this is necessitated with the fact that competition has gone global while many organizations were still thinking local and regional.

Hamzah et al. (2018) made observation that Universities can be better governed through a sustained simultaneous movement of change in the organization culture that will be able to reverse all the disabilities and challenges to more productivity and success. Jahmurataj (2015) made a conclusion that the way managers manage resources at their disposal determines the effectiveness of the management. Morin et al. (2014) did observe that management of boards of organizations is determined by their performance when applying for funding needs, funding renewal, or when they are seeking community donations and support, the funders and the community must be shown how accountable the management is and to ascertain the need for change. Organization effectiveness can only be determined by looking at what it is providing looking critically at the contribution of each functional area which in many ways should be functioning as a team bringing their skills and expertise to yield a firm that runs smoothly. Organization is deemed to be successful when all functional areas in the organization contribute to the final production process, and the organization will only be successful when all the functional areas are geared towards achieving the same goal. Organizations may have same strategy and in the same location but due to their differences in culture produce different results, therefore a strong culture that binds the employees to the aspirations of the organization is necessary at any given time.

## Methodology

The study adopted descriptive research design. The purpose of descriptive research is to permits the explanation of phenomena as they naturally transpire and without intervention from researcher (Mugenda Mugenda 2003). This method is used to because it described the present behaviour or characteristic of a particular population. The study was conducted in Nzoia sugar company (NSC) Limited. The company was established in 1975, under the companies Act 486 of the laws of Kenya. The Company is in Bungoma County and serves sugarcane farmers in Bungoma, Kakamega and neighbours counties. The target population was 335 persons that comprised of 326 employees and 9 head of departments from purchasing, public relations, finance, factory, strategy & planning, ICT, agricultural services, sales and marketing, citizens service delivery and Huma Resource Department. The sample size was determined using the Krejcie & Morgan Table, 1970. According to the table, the target population of 335 corresponded to a sample size of 181. The study adopted stratified random sampling technique to select 172 other employees from various departments and purposively selected nine Head of Departments to participate in the study. The main methods for gathering data were questionnaires and interview schedules. The questionnaire consisted of several questions on a form where the questions were presented with the same wording and in the same order to all the respondents. The questionnaires were used to collect data from the employees while the interview guides were used for the Head of Departments. Interviews allow investigators to gather large bodies of data in relatively little time (Kothari, 2004). The study adopted both descriptive and inferential statistics in the analysis of data. For descriptive statistics, frequencies, percentages, and mean was used, while, for the

inferential statistics, the researcher used Chi-square to establish the association. The quantitative statistical analysis was then presented on tables.

**Results**

The study adopted descriptive statistical techniques such as frequency, percentage, and mean distribution. This helped to determine the influence of employee attitudes on employee performance in Nzoia sugar company in Bungoma county, Kenya. For analysis, descriptive statistics (frequency, percentage, and mean distribution) for the level of agreement on a five-point Likert scale of the variable, employee attitudes were determined and summarized in Table 1

**Table 1: Descriptive statistics for influence of employee attitudes and values on employee performance**

Statements		SD	D	U	A	SA	MEAN
Employee job satisfaction improves employee's performance	F	18	11	22	51	56	3.73
	%	11.4	7.0	13.9	32.3	35.4	
Employee job commitment enhances employee's performance	F	11	19	14	50	64	3.87
	%	7.0	12.0	8.9	31.6	40.5	
Employee engagement improves employee's performance	F	3	4	18	54	79	4.28
	%	1.9	2.5	11.4	34.2	50.0	
Employees happiness with what they produce enhances employee's performance	F	4	9	5	68	72	4.23
	%	2.5	5.7	3.2	43.0	45.6	

Source (Researcher, 2023)

Table 1 shows that 56(35.4%) of the respondents strongly agreed with the statement that employee job satisfaction improved employee's performance, 51(32.3%) agreed, 22(13.9%) were undecided, 18(11.4%) strongly disagreed and 11(7.0%) disagreed with the statement. The study findings suggested that the respondents tended to agree (Mean=3.73) that employee job satisfaction improved employee's performance. This was supported by an interviewee who had the following to say;

*... Organization success is also dependent on employee morale. knowledge and task sharing, job security, communication, and social support and interactions are positively associated with employee job satisfaction that leads to enhanced employee performance...Female Participant, 42 years, Head of Department.*

This implies that when employees are satisfied with their job, their performance improves. This concurs with the findings of Khan, etal. (2014) that satisfaction of the employee on the job positively affects performance.

Additionally, 64(40.5%) of the respondents strongly agreed with the statement that employee job commitment enhanced employee's performance, 50(31.6%) agreed, 19(12.0%) disagreed, 14(8.9%) were undecided and 11(7.0%) strongly disagreed with the statement. It emerged from the study that the respondents tended to agree (Mean=3.87) that employee job commitment enhanced employee's performance. This implies that when employees are committed to their job, their output increases, hence improved performance. This supports the findings of Chepkorir (2015) that employee's commitment positively influenced organizational performance.

Similarly, 79(50.0%) of the respondents strongly agreed with the statement that employee engagement improved employee's performance, 54(34.2%) agreed, 18(11.4%) were undecided, 4(2.5%) disagreed and 3(1.9%) strongly disagreed with the statement. The study findings suggested that the respondents agreed (Mean=4.28) that employee engagement improved employee's performance. This implies that employee engagement improves employee's performance. This concurs with the findings of Blessing, Elenwo and Busola (2020) that employee's engagement positively influenced organizational performance.

Lastly, 72(45.6%) of the respondents strongly agreed with the statement that employee's happiness with what they produce enhanced employee's performance, 68(43.0%) agreed, 9(5.7%) disagreed, 5(3.2%) were undecided and 4(2.5%) strongly disagreed with the statement. It emerged from the study that the respondents agreed (Mean=4.23) that employee's happiness with what they produce enhanced employee's performance. This was supported by an interviewee who had the following to say;

*... For organizations to grow overall employees' effort are required and their job profiles and description should make them happy and content. The management must therefore identify those variables that are associated with the employees' happiness and organization performance that impact on attitudes of employees and organization performance ...Female Participant, 53 years, Head of Department.*

This implies that when employees are happy with what they produce their performance is enhanced. This supports the findings of Rahiman et al. (2017) that employee work performance and attitude is always determined by their expectation that they must be happy to produce.

These descriptive statistics of objective three were followed by a Chi-square test of association. The Chi-square test at  $p \leq 0.05$  significance level illustrating statistically significant association between employee attitudes and employee performance in Nzoia sugar company in Bungoma county is as summarized in Table 2. To achieve this, the hypothesis below was tested.

**H<sub>03</sub>:** There is no significant association between employee attitudes and employee performance in Nzoia sugar company in Bungoma county.

**Table 2: Chi-square test of association between employee attitudes and employee performance**  
**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1327.950 <sup>a</sup>	156	.000
Likelihood Ratio	507.245	156	.000
Linear-by-Linear Association	159.345	1	.000
N of Valid Cases	158		

a. 176 cells (96.7%) have expected count less than 5. The minimum expected count is .01.

#### Source (Researcher, 2023)

Table 2 shows that the p value ( $p=0.000$ ) for classroom play was less than 0.05. Therefore, the hypothesis, “there is no significant association between employee attitudes and employee performance in Nzoia sugar company in Bungoma county” was rejected. This implies that there is statistically significant association between employee attitudes and employee performance in Nzoia sugar company in Bungoma county.

#### Conclusion

The study findings suggested that the respondents tended to agree that employee job satisfaction improved employee’s performance. Additionally, it emerged from the study that the respondents tended to agree that employee job commitment enhanced employee’s performance. Similarly, the study findings suggested that the respondents agreed that employee engagement improved employee’s performance. Lastly, it emerged from the study that the respondents agreed that employee’s happiness with what they produce enhanced employee’s performance. On Chi-square test of association, the study determined that there is statistically significant association between employee attitudes and employee performance. Thus, it is concluded that there is statistically significant association between employee attitudes and employee performance. That is, employee job satisfaction, commitment, engagement, and happiness with what they produce lead to increased employee’s performance.

#### References

- [1]. Adebisi, J. (2013). Time Management Practices and its Effect on Business Performance. *Canadian Social Science*, 165-168
- [2]. Adebisi, K., Owaba-Charles, O., & Waheed, M. (2007). Safety Performance Evaluation Models. *Disaster Prevention and Management*.
- [3]. Adeyeyetolulope, C. (2014). The Impact of Technological Innovation on Organizational Performance. *Industrial Engineering Letters*.
- [4]. Adu, A., Agyin, E., Darko, M., & Aikins D, E. (2014). Time Management and Administrative Effectiveness: Lessons for Educational Administrators. *College of Technology Education, Kumasi*.
- [5]. Agwu, M. (2015). Teamwork and Employee Performance in The Bonny Nigeria Liquefied Natural Gas Plant. *Strategic Management Quarterly*, 39-60.
- [6]. Akpoviroro, K., Kadiri, B., & Owotutu, S. (2018). Effect of Participative Leadership Style on Employee’s Productivity. *International Journal of Economic Behavior*, 8(1).
- [7]. Al Khajeh, E. (2018). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*.
- [8]. Amir, B and Fatemeh, A (2014) the impact of empowerment on employees’ performance in Standards Office of Tehran, *International Journal of Academic Research in Economics and Management Sciences*, 3, (4)8.
- [9]. Arbor, A., & Mishra, K. (1988). Organizational Culture and Organisational Effectiveness. *Academy of Management Proceedings*.
- [10]. Arnold, E., & Pulich, M. (2004). Improving Productivity through More Effective Time Management. *The Healthcare Manager*, 65-70.
- [11]. Asgarsani, H., Duostdar, O., & Rostami, A. (2013). Empowerment and its Impact on the Organisation Productivity. *Interdisciplinary Journal of Contemporary Research in Business*
- [12]. Asiimwe, J., kavoo-linge, T., & Sikalieh, D. (2016). The Relationship between Transactional Leadership Style and SMEs Growth in the Top 100 SMEs in Kenya. *International Journal of Business and Social Science*, 7(7).
- [13]. Bakotic, D. (2016). Relationship between Job Satisfaction and Organisational Performance. *Economic Research*.
- [14]. Bingol, D., Sener, I., & Cevik, E. (2013). The Effect of Organisational Culture on Organisational Image and Identity. 9<sup>th</sup> International Strategic Management Conference (pp. 222-229). Turkey: Elsevier.
- [15]. Blessing, O.O., Elenwo, A.M. & Busola, O.O. (2020). Understanding the Impact of Employees Attitude on Organizational Performance. A Study of Selected Service Firms in Rivers State. *International Journal of Research and Innovation in Social Science (IJRISS)*, IV (IV (VII), 445-449.
- [16]. Boudrias, S., Gaudreau, P., Savoie, A., & Morin, J. (2009). Employee Empowerment from Managerial Practices to Employees Behavioural Empowerment. *Leadership and Organisational Development Journal*, 625- 638.

- [17]. Boyt, T., Lusch, R.F. and Mejza, M. (2005). Theoretical Model of antecedents and consequences of organizational work group and professional esprit de corps. *European Journal of Management*, 23(6): 682-701.
- [18]. Brah, S. (2006). The Effects of Technology and TQM on the Performance of Logistics Companies. *International Journal of Physical Distribution & Logistics Management*.
- [19]. Cheema, R., & Asrar-ul-Haq, M. (2017). Effects of Staff Participation, Morale, and Shortage on Organisational Performance: An International Survey. *Issues in Educational Research*.
- [20]. Chepkorir, E. (2015). The Effects of Service Quality on Customer Satisfaction at the Nairobi Huduma Centre. Master's Thesis. University of Nairobi. (pp.161- 177). Springer International Publishing.
- [21]. Cho, J., & Dansereau, F. (2010). Are transformational leaders fair? A multi-level study of transformational leadership, justice perceptions, and organizational citizenship behaviours *The Leadership Quarterly* 21, 409-421.
- [22]. Chou, D. (2007). An investigation into IS outsourcing success: the role of quality and change management. *International Journal of Information Systems and Change Management*, 2(2), 190.
- [23]. Chua, J., Basit, A., & Hassan, Z. (2018). Leadership Style and Its Impact on Employee Performance. *International Journal of Accounting & Business Management*, 6(1).
- [24]. Chukwudi, D. (2014). The impact of teamwork on organizational productivity. Retrieved from: <http://nairaproject.com/projects/522.html>.
- [25]. Dahie, M., Sabrie, W., Osman, M., & Mohamed, O. (2016). Employee Empowerment and Organisational Performance: empirical study from Telecommunication Companies in Mogadishu-Somalia. *International Journal of Research in Social Sciences*, 2249-2496.
- [26]. Devi, U., & Vijayakumar, C. (2016). A Study on Impact of Morale on Organisational Commitment, through Structural Equation Modelling (SEM). Tamil Nadu: Annual Research Journal of SCMS
- [27]. Drago, E. (2015). The Effect of Technology on Face-to-Face Communication. *The Ellon Journal of Undergraduate Research in Communication*.
- [28]. Elena-Iuliana, I., & Maria, C. (2016). *Organisational Performance*. Academica Brancusi Publishers.
- [29]. Elsabahy, E., Sleem, F., & Elatroush, G. (2015). Effect of Time Management Program on Job Satisfaction for Head Nurses. *Journal of Education and Practice*.
- [30]. Ene, C. (2020). Transactional Leadership Style and Employee Intention to Stay in Insurance Companies in Port Harcourt, Rivers State. *International Journal of Innovative Social Sciences & Humanities Research*, 8(1), 40-47.
- [31]. Eruemegbe. (2015). Impact of Business Environment on Organization Performance in Nigeria. *European Scientific Journal*.
- [32]. Felipe, M., Roldan, L., & Leal-Rodriguez, L. (2017). Impact of Organisation Culture Values on Organisation Agility and Sustainability.
- [33]. Gagnon, Y., & Dragon, J. (2011). The Impact of Technology on Organizational Performance. *The Journal of Public Sector Management*.
- [34]. Gakure, W., & Wachira, N. (2015). The Impact of Organizational Politics on the Effectiveness of Management in the Kenyan Civil Service. *International Journal of Business and Social Research*.
- [35]. Ganjnia, H., Gilaninia, S., & Sharami, M. (2013). Overview of Employee Empowerment in Organisations. *Arabian Journal of Business Management in Organisations*.
- [36]. Gaudreau, M and Blanchard D (2012). Effect of empowerment on employee's performance, *Advanced Research in Economic and Management Science*, 2(3)5 Midgley, G. (2006). Systems thinking for evaluation. *Systems concepts in evaluation: An Expert Anthology*, 11-34.
- [37]. Gavrea, C., Ilies, L., & Stegorean, R. (2011). Determinants of Organizational Performance. *Management and Marketing Challenges for Knowledge Society*, 285-300.
- [38]. Hamzah, G., Haryono, S., & Mustafa, z. (2018). The Effects of Good University Governance and Organizational Culture Towards Lecturer Performance and its Influence on Private Universities Performance in the City of Lampung. *European Journal of Business and Management*, 2222-2839.
- [39]. Hanaysha, J. (2016). Testing the Effects of Employee Empowerment, Teamwork, and Employee Training on Employee Productivity in Higher Education Sector. *International Journal of Learning and Development*, 6(1), 164-178.
- [40]. Harikumar, P. (2020). Influence Of Organizational Culture On Employee Behavior. *European Journal of Molecular & Clinical Medicine*, 7(10).
- [41]. Henni Zainal, U. I. T., Parinsi, W. K., Indonesia, S. P., Hasan, M., & Makassar, U. N. (2018). The Influence of Strategic Assets and Market Orientation to The Performance Of Family Business In Makassar City, Indonesia, 17(6), 1-9.
- [42]. <https://www.managementstudyguide.com/managing-social-isolation-in-irtualteams.htm>
- [43]. Jahmurataj, V. (2015). Impact of culture on Organizational development; Case of Kosovo. *Academic Journal of Interdisciplinary Studies*.
- [44]. Jones, A., Richard, B., Paul, D., Sloane K., & Peter, F. (2007). Effectiveness of teambuilding in organization. *Journal of Management*, 5(3), 35-37.
- [45]. Joshi, A., & Roh, H. (2018). The Role of Context in Work Team Diversity Research: A Meta-Analytic Review. *The Academy of Management Journal*, 52(3).
- [46]. Kabiru, G., & Hannah, B. (2020). Influence of Transactional Leadership Style on Employee Performance at Selected Commercial Banks in Nairobi City County, Kenya. *International Journal of Research and Innovation in Social Science (IJRISS)* , IV(IX).

- [47]. Kalsoom, Z., Khan, M., & Zubair, S. (2018). Impact of Transactional Leadership and Transformational Leadership on Employee Performance: A Case of FMCG Industry of Pakistan. 8(3).
- [48]. Karakoc, N., & Yilmaz, K. (2009). Employee Empowerment and Differentiation in Companies. *Enterprise Risk Management* ISSN.
- [49]. Khan, I., Dongping, H., & Ghauri, A. (2014). Impact of Attitudes on Employee Performance: A Study of Textile Industry in Punjab. *World Applied Science Journal*.
- [50]. Khan, S., & Mashikhi, A. (2017). Impact of Teamwork on Employee Performance. *International Journal of Education and Social Science*.
- [51]. Klajajic-Dervic, M., & Dervic, S. (2013). Organisational Culture as a Significant Factor of Organisational Management in the Health Sector of Bosnia and Herzegovina. *Industry, Science and Policymakers for Sustainable Future Proceedings of the 14<sup>th</sup> Management International Conference Koper* (pp. 167-186). Koper: MIC.
- [52]. Kothari C, K. (2004). *Research Methodology*. Jaipur: New Age International (P) Ltd.
- [53]. Kothari, C. (2004). *Research Methodology*. New Delhi: New Age International (P) Ltd.
- [54]. Kumar, P., & Ananda, K. D. (2017). Employee Empowerment – An Empirical Study. *Global Journal of Management and Business Research: Administration and Management*.
- [55]. Lor, W., & Hassan, Z. (2017). The Influence of Leadership on Employee Performance Among Jewellery Artisans in Malaysia. *Accounting and Business Management*, 5(1), 14-33.
- [56]. Makina, I., & Kenga'ra, R. (2018). Managing strategic Change of an Organisation's Performance: A Case Study of Nzoia Sugar Company. *Universal journal of Management*, 198-212.
- [57]. Manzoor, R., Ullah, H., Hussain, M., & Ahmad, M. (2011). Effects of Teamwork on Employee Performance. *International Journal of Learning and Development*
- [58]. Mavondo, F., & Farrell, M. (2003). Cultural Orientation: Its Relationship with Market Orientation, Innovation and Organisational Performance. *Management Decisions*, 241-249.
- [59]. Mawoli, M., & Mohammed H. & Sarkin-Daji L. (2017). Effect of Leadership Styles on Employees' Job Performance: Evidence from Federal Medical Centre in Niger State. *Lapai Journal of Management Science*, 4, 2838.
- [60]. Maximini, D. (2015). *Organisation Culture Models. The Scrum Culture, Management for Professionals*.
- [61]. Mehtab, K., Rehman, A. U., Ishfaq, S., & Jamil, R. A. (2017). *Virtual MSG Management Study Guide*. (n.d.). Retrieved from
- [62]. Minhajul, I (2016). The impact of employee empowerment on employee satisfaction and service quality: Empirical evidence from financial enter prizes in Bangladesh, *Business: Theory and Practice*, 17(2): 178–189.
- [63]. Misigo, M., & Moronge.M. (2017). Influence of organizational culture on employee performance in Kenya's civil service: A case of the Ministry of water and irrigation. *The strategic journal of Business and Change Management*, 4(4).
- [64]. Mohammed, J. (2017). An assesment of the impact of organization culture on employee performance. *International Journal of Development and Management Review (INJODEMAR)*, 12(1).
- [65]. Morin, M., & Audebrand, L. (2014). *Organisational Performance and Meaning of Work*. Research Gate.
- [66]. Mulika. (2010). *The Impact of Teamwork on Employee Performance in Strategic Management and the Performance Improvement*. Department of Abu Dhabi Police. UAE.
- [67]. Murphy, J., Cooke, A., & Lopez, Y. (2013). *Firm Culture and Performance*. Management Decision.
- [68]. Mustafa, A., & Bon, T. (2012). *Role of Employee Empowerment in Organisation Performance*. Research Journal of Science and Management.
- [69]. Mwangi, N., & Wekesa, S. (2017). Influence of economic factors on Organization Performance of Airlines. *Journal of Humanities and Social Science*, 8-14.
- [70]. Narayana, A. (2017). *A Critical Review of Organisational Culture on Employee Performance*. American Journal of Engineering and Technology Management.
- [71]. Obiwuru, C., Andy T, O., Akpa, V., & Idowu, N. (2011). Effects of Leadership Style on Organisational Performance. *Australian Journal of Business and Management Research*, 100-111.
- [72]. Odumeru, J. (2013). *Effective Time Management*. Singaporean Journal of Business Economics and Management Studies.
- [73]. Odundo, P., & Ooko, A. (2015). Impact of Teamwork on the Achievement of Targets in Organisations in Kenya. *European Journal of Business and Management*.
- [74]. Ooko, A.P. (2013). *Impact of teamwork on the achievement of targets in organizations in Kenya. A study of SOS Children's villages, Eldoret. A master's degree Thesis Submitted to the University of Nairobi*.
- [75]. Paschal, A., & Nizam, I. (2016). Effects of Organizational culture on Employee Performance. *International Journal of Accounting and Business Management*.
- [76]. Paynevandy, G. (2016). The role of Employee Empowerment in Organisation Development. *International Academic Journal of Organisational Behaviour and Human Resource Management*, 9-16.
- [77]. Radu, C. (2002). *The Strategic Performance Management Process*. Strategic Human Resource Management.
- [78]. Rahiman, U., & Kodikal, R. (2017). Impact of Work-Related Attitudes on Job Performance. *British Journal of Economics, Finance and Management Science*.
- [79]. Rajalingam, Y Junaimah, J and Abdul G (2015). A Study on the impact of empowerment on employee performance: The mediating role of appraisal, *International Journal of Liberal Arts and Social Science* 3(1)9

- [80]. Rana, R., Ka'ol, G., & Kirubi, M. (2019). Effect of participative leasership style on employee performance of coffee trading companies in Kenya. *Journal of Human Resource and Leadership*, 4(2).
- [81]. Robbins, S.P. and Judge, T.A. (2007). *Organizational behaviour*, Twelfth edition, New Jersey Pearson Educational Inc.
- [82]. Saremi, H. (2015). Empowerment as a New Approach in the Management. Proceedings of the International Conference on Global Business, Economics, Finance and Social Sciences
- [83]. Shah, M., & Kamal, H. (2015). Transactional Leadership and job Performance: An Empirical Investigation. *Institute of Business Administration*, 2, 69-81.
- [84]. Sofi, M., & Devanadhen, K. (2015). Impact of Leadership Style on Organisational Performance: An Empirical Assessment of Banking in Jammu and Kashmir. *Journal of Business and Management*, 31-45.
- [85]. Sommer, S. A., Howell, J. M., & Hadley, C. N. (2015). Keeping positive and building strength: The role of affect and team leadership in developing resilience during an organizational crisis. *Group & Organization Management*, 41(2), 172-202.
- [86]. Sulkowski, L. (2014). Functionalistic Models of Organization Culture. *Research Gate*, 155- 163.
- [87]. Syed, W. Muhammad, Y. Naeem, U and Ahmed, I (2011) Impact of employee empowerment on job satisfaction: An empirical analysis of Pakistani service industry, interdisciplinary *Journal of Contemporary Research in Business*. Institute of Interdisciplinary Business Research, 11, (2) 11.
- [88]. Viswesvaran, C., & Ones, S. (2000). Perspectives on Models of Job Performance. *International Journal of Selection and Assessment*
- [89]. Walid, A.S. and Zubair, H. (2016). Impact of effective teamwork on employee performance. *International Journal of Accounting, Business and Management*, 4(1): 77-86.
- [90]. Wambugu, W. (2014). Effects of Organisation Culture on Employee Performance. *European Journal of Business Management*.
- [91]. Zainal, H., Baharuddin, A., & Farwita, S. (2019). Disiplin Kerja Karyawan Pada PT. Taspen (Persero) KCU Makassar Employee Work Discipline at PT. Taspen (Persero) KCU Makassar, 1(2), 101–106.
- [92]. Zandi, G., Aslam, A., & Selamat, M. (2019). Effect of participative leadership and employees training on organization productivity: A study of E&E sector in Malaysia. *Entrepreneur Leadership and Organization*, 25(2).