

Employee Factors influencing Performance in the 21st Century Organizations

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Abstract: Although organizations are started for the purpose of achieving some set targets, their achievement has been one of the major challenges facing 21st century organizations. The result has been the collapse or liquidation of some of these organizations leaving employees jobless. Other than external environmental factors, employee factors are determinants of the extent to which an organization is likely to succeed in their specific mandate. The aim of this desktop research study was therefore to explore how employee factors influence the performance of 21st century organizations. In this regard, the study endeavored to establish how employee behaviors, employee decision-making, employee perceptions, employee motivation, and employee emotional responses contribute to organizational performance. The study employed an exploratory research design while data was collected through review of the existing literature from the global, continental, and local perspectives. The results indicated that, indeed all the five employee factors have a positive and significant influence on the performance of 21st century organizations. It can, therefore, be concluded that employees play a critical role in helping organizations achieve their set objectives and, therefore, the need for employees' matters to be given priority by their organizational leaders.

Keywords: Organizational Behaviour, Employee Factors, Performance, 21st Century Organizations

I. INTRODUCTION

A return on investment is all that shareholders of organizations are interested in. To establish an organization, there is need for land, capital, entrepreneurship and labour as factors of production to be put together. However, it is felt that labour is one the factors that should be given priority because of its ability to contribute to organizational success. Employees of an organization are a valuable asset that cannot be ignored or carelessly handled. It is for this reason that this study sought to explore whether employee factors affect performance of the 21st century organizations from an organizational behaviour perspective. According to Smith et al (2012), organizational behavior is the field of knowledge concerned with individuals' behavior and groups in organizational contexts. Further, organizations are designed, structured and function differently due to internal and external environmental influences on their operations. There is therefore a need for leaders to have some understanding of some of the sociological, organizational, political and economical aspects in organizations. On the other hand, Kaifi and Noori (2011) defined organizational behavior as the study of people's thinking, feeling and acting

in and around organizations. It is concerned with employees' behaviors, decisions, perceptions, motivation and emotional responses.

Organizational behavior and its effects on organizational performance has been researched deeply both in theory and practice in terms of effectiveness and efficiency in the 21st century. Previous researches in the area of organizational behaviour have been motivated by the many performance challenges that have been facing organizations operating in the 21st century (Mutisya, 2010; Tonui, 2010). Organizations comprises of employees who have specific goals and objectives to achieve. They therefore, have to adopt certain common factors which are not necessarily individualistic in order to be able to work together as a team whose efforts are aimed at and focused on common vision and mission. A good understanding of organizational behavior by organizational leaders as a subject, both in theory and practice, will enable them drive the organization to high levels of performance.

In this paper the researchers highlighted how various employee factors are linked to and affect organizational performance. This paper therefore, seeks to analyze how organizational performance is affected by five aspects of employees which are employee behaviors, employee decision-making, employee perceptions, employee motivation, and employee emotional responses. Reference was based on various studies conducted globally, in Africa, and locally in Kenya. This study is limited in that it was literature review based.

II. LITERATURE REVIEW

Effect of Employee Behavior on Organization Performance

Various studies have been conducted to ascertain or investigate how employee behaviors affect organizational performance. For example, in Netherlands, Thurlings et al (2015) conducted an investigation on how teacher behaviors affect performance and concluded that organizations and employees in highly competitive markets have an obligation of behaving innovatively for the sake of organizational survival. They argued that, schools operate in rapidly changing environment comprising of technological innovations, varied student populations, expanding fields of knowledge, evolving responsibilities, and higher social expectations. All these factors need teachers to behave in an innovative and creative way if they have to perform as is

expected of them by stakeholders in the education sector. Warshawsky et al (2012) conducted a research on interpersonal relationships among nurse manager's work engagement and proactive work behavior. Data was collected from a sample of 323 members of North Carolina Organization of Nurse leaders. On analysis of the data they concluded that organizational cultures which foster quality interpersonal relationships support job performance of nurse managers.

In another study, Nazir et al (2020) examined behavioral explanations for financial innovation across 40 countries in China and Pakistan with a focus on the influences of performance aspiration and economic freedom. They found out that financial innovation increased as performance deviated from aspiration in economically free nations and that financial innovation decreased as performance deviated from aspiration in the least economically free nations. In yet another study examining Human Resource practices on employees' satisfaction and performance, Sattar et al (2015) found out from data collected from 181 employees of Habib Bank, Faysal Bank and Allied Bank in Multan City in Pakistan, that training and empowerment of workers contributed more in those employees' work performance and their job satisfaction than did rewards/incentives.

Oke et al (2010) conducted a study in Nigeria to examine the relationship between Vice-Chancellor's leadership behaviour and working behaviors of lecturers in South-West Nigeria geo-political zone. Correlational research design was used with a sample of twelve out of 27 universities using stratified sampling technique. Data was collected using two sets of questionnaires. One had items relating to leadership behavior and the other was testing levels of participation in university administration, cooperation, commitment and conformity. The data analysis revealed that there were varying degrees of association between Vice-Chancellors' leadership behaviour and lecturers' work behavior directly affecting overall performance.

In their research on management of water service delivery and institutional dynamics of the actors actively involved in various water systems, Bellaubi and Pahl-Wostl (2017) used five case studies from Kenya and Ghana focusing on the interplay existing between the human society and their environment. Based on the empirical research from the two countries, they concluded that different actors in the water services delivery played various games which reflected different social dilemmas with payoffs defined on the basis of "transparency, accountability, participation, and the social costs between principals and their agents". They concluded that corruption and opportunistic practices by both actors and their agents greatly reduced performance levels of water services delivery. Basaza (2016) carried out an empirical research study in Uganda to determine the factors that affected the performance of employees working in the Ministry of Health Headquarters in Kampala. The study findings showed that the main contributors of employee performance were

monitoring and evaluation of capacity development and working conditions.

In the Kenyan context, Mayhew et al (2017) carried out a study to investigate the effect of integration through interaction of numbers, systems and people using insights from case studies of HIV and reproductive health services delivery. An exploration on interaction of systems hardware and software factors using data from Integra evaluation of reproductive-health and integrated HIV services was used to explain why some facilities had the ability to implement and sustain integrated service delivery while others did not have. The study used mixed-methods data for four case-study facilities offering reproductive-health and HIV services for the period 2009 to 2013 using time-series client flow, tracking service uptake for 8841 clients, structured questionnaires administered to 24 providers, in-depth interviews with 17 service providers, workload and facility data using a periodic activity review and cost-instruments and contextual data relating to external activities related to integration in study sites. On analysis of the data, they concluded that poor-performing facilities had good structural integration, but staffs were unable to utilize them because they had the barriers of conscientious objections and moralistic attitudes as well were poorly organized, not supported or their teams were dysfunctional.

Effect of Decision Making on Organizational Performance

Alhawamdeh and Alsmairat (2019) conducted a literature review for the purpose of establishing the relationship between strategic decision making and organizational performance in Jordan. A close examination and analysis of previous empirical research studies clearly proved that indeed, strategic decision making had a positive and significant effect on performance of organizations. Zoogah et al (2012) in a case study of Guinness Cameroon argues that due to expansion of the company's operations, there was a struggle between deciding to adapt to western techniques or ignore it altogether. The company is predominantly Anglophone while the locals are francophone and that there is need for recruiting francophones to get better cultural balance. With 1,300 employees, for two years running they were putting in a performance culture that was not Cameroon amid educational, cultural, political and ethical constraints. There is therefore the need for management to make deliberate decisions to pursue the performance goals rather than focusing on their personal interests.

Further, in another case study on decision making at the Afriland First Bank, Cameroon, Zoogah et al (2012) discovered that decision making was at group level, where both senior and junior staff collectively participated with the Managing Director's office kept open to all categories of staff. This boosted the motivation and improved performance. Aduwa-Ogiegbaen and Iyamu (2005) carried out a study in Nigeria on embracing educational technology and Society with the results pointing out to the fact that embracing technology in secondary education is a governmental decision

and that there was no need of focusing on high cost of computer hardware and software; weak infrastructure; lack of human skills and knowledge in information communication technology, and lack of relevant software appropriate and culturally suitable to Nigeria because it had been proved to be successful in the private sector where most granduants go for employment and expected to perform or deliver as expected. In a rapidly changing world of global market competition, automation, and increasing democratization, basic education is necessary for an individual to have the capacity and capability to access and apply information.

While evaluating the performance of hotels in gastro-tourism development in Western Kenya, Obonyo et al (2013) concluded that successful delivery of tourism products depended on close working relationships, inter-dependencies and interactions with numerous stakeholders in the tourism industry. This is a decision that has to be made and embraced by all hospitality and tourism actors and stakeholders. In another study, Odollo and Ochieng (2019) sought to explore how strategically infrastructural choices support performance at the sugar manufacturing firms in Kenya. 165 respondents were identified through simple random and purposive sampling strategies. Primary data was collected through interview schedules and structured questionnaires. The overall study results after analysis of collected data revealed that infrastructural decisions had significant effect on manufacturing performance in the sugar manufacturing firms.

Effect of Employee Perception on Organizational Performance

Employees' perceptions play a critical role in the performance of organizations. For instance, Biggs (2014) conducted a study to investigate how perceived alignment of job tasks and organizational strategic priorities do influence work engagement at the Australian State Police Service. 1011 Police Officers responded to electronic self-surveys touching on job control measures and work social support for comparisons between strategic alignment and other well-established job resources. It was found that job resources, perceived job task-alignment and organizational priorities are important in the maintenance of high levels of work engagement and organizational performance. Work engagement involves such characteristics as high vigor levels, dedication to the job and absorption which are significant investment of personal energies and psychological attachment to performance of tasks perceived as job-related.

Chahal et al (2016) conducted another study to examine the effect of perceived high performance human resource practices on business performance of employees in the Telecommunication sector in Jammu and Kashmir, North India. Data was collected from Telecommunications Companies of Airtel, Aircel, Tata Indicom, Idea, Reliance and Vodafone that had coverage and operations in Jammu and Kashmir. The study used human resource practices such as training, performance appraisals, empowerment, performance management, performance based compensation and

competency development with the role of organizational learning as mediator. It was found that high performance human resource practices positively affected business performance as a result of the decisions that employees took after being motivated by the employer.

In Ghana, Aberese-Ako et al (2014) conducted a study to ascertain how perceived injustice in policy and organizational matters affect front-line health worker's motivation and the consequent effect on their attitudes and performance in Maternal and Neonatal Healthcare in public hospitals. They found out from the qualitative data analysis that majority of the workers had a perception that there was injustice in the various levels of the country's health system on matters of distributive, procedural and interactional dimensions. This negatively affected motivation of the front-line health workers and the resultant effect was poor response to various clients' needs. Recognition and conceptualization of front-line workers is the most important thing to do and management should take it seriously and as a matter of necessity. Having such interventions as creating and operating in open door policies, involving front-line workers in making decisions that will directly affect their performance, recognizing their individual team or group needs, and challenges and jointly working together to address the workplace issues can go a long way in increasing performance.

Further, Bhatnagar and George (2016) conducted a study in Wamba District, Nigeria whose aim was to understand the changes in perceived motivation among Public Health workers on introduction of performance based financing (PBF). Qualitative research design was used for comparison of perceptions of the health workers in those facilities that were receiving PBF payments and those that were not receiving it. It was found out that those health workers at the facilities that received PBF recounted that they were more punctual, hardworking and very proud providing better services to their communities while those health workers in non-PBF facilities had complaints on the dearth of even basic equipment and lack of motivational strategies. However, they both considered that severe shortage of manpower resulted in excessive workloads, fatigue and dissatisfaction. Performance-based financing strategies can be a motivating factor to front-line health workers due to a perception that they help in increasing their monetary gains and bring about change in the organizational structures touching on the work environment, supervision, team cohesion which must be aligned to human resource reforms ranging from timely recruitment and appropriate distribution to prevent or avoid burn outs and high levels of attrition.

Ojwang et al (2010) conducted a qualitative study to identify patients' and nurses' perceptions of politeness as one of the parameters of patient satisfaction in view of the emerging concept of patients' rights in four government hospitals in Nyanza province, Kenya. Using simple random sampling technique, they identified ten patients and five nurses for interviewing using an interview guide with open ended

questions in each of the four hospitals. They concluded that polite strategies are desirable as they promote dignity and portray acceptance and vice versa. From the study, Kenyan patients' and nurses' attitudes pose a challenge towards realization of patients' rights. Nurses bear greater blame for those impediments for implementation of patients' Charter.

Effect of Employee Motivation on organizational performance

In Bucharest, Androniceanu et al (2020) did an in-depth analysis study of the correlation of motivation on medical staff from two emergency hospitals and their performances in delivery of professional medical services. The three main objectives of the study were motivation degree, specific motivational factor, and discovering the type of correlation between motivation, satisfaction and human resources performance. A random sample of 108 of 155 medical personnel drawn from Neonatology and Surgery sections of the two emergency hospitals was selected. Data was collected and processed using questionnaires, structured interviews and Microsoft Excel. Based on the research results, efficient communication, motivation and compensation based on professional and managerial performance, delegation of tasks, duties, competences and responsibilities, encouraging and offering support to employees as well as giving constructive feedback are some of the motivating factors that can lead to good performance.

Meyer and Nujjoo (2012) carried out a study in South Africa to establish the relationship between intrinsic and different extrinsic rewards with intrinsic motivation and affective commitment which was motivated by the perception that South African organizations were grappling with retention. Data was collected using questionnaires administered to 399 South African employees. An analysis of the data collected was done using bi-variate correlations and multiple regression revealing an existence of a relationship between rewards and motivation. However, this relationship was stronger for intrinsic than extrinsic rewards. They concluded that management strategies should focus on job characteristics and designs increasing intrinsic rewards including non-monetary rewards thereby promoting organizational effectiveness.

Ongalo and Turi (2015) sought to find out the effect of motivation strategies on organizational performance in electricity generating firms in Kenya. The objectives of the study were to determine the effect of reward and recognition, training and development, and employee benefits on organizational performance. They adopted descriptive survey research design targeting four electricity generating and distribution firms in Nairobi, Kenya. Frequency tables, charts, percentages and graphical illustration were used to provide information on key variables. Data collected was carefully analyzed both manually and using SPSS version 21 software. They concluded that electricity generating and distribution firms had no clear policies governing training and development and failed to match their reward and recognition which negatively affected organizational performance.

Effect of Emotional Responses on Organizational Performance

Barber and Budnick (2015) conducted three studies in the United States to investigate whether sleepiness increased interpretive bias in the workplace's social judgments. In the first study, data was collected from 148 participants and on analysis, it was established that there existed a positive relationship between sleepiness and interpretive bias in personnel selection. In the second study, they conducted an online field survey with 433 adults responding. Data analysis indicated that sleepiness actually increased interpretive bias in the presence of social threats like unfair workplace while there was no effect on interpretive bias in the absence of any threat or the workplace perceived to be a fair one. In their third study, which was a replication and extension of the findings of the two previous studies in order to objectively measure sleep loss and quasi-experimental manipulation of minor sleep loss involving 175 respondents. They concluded that self-protection or evolutionary perspective explained that sleepiness have significant implications on employee's health and counterproductive behavior which negatively affect general organization performance.

In their study in the South African context, Maree et al (2006) examined the possible relationship between emotional intelligence and practices of exemplary leaders in leadership of Higher Education Institution. Using a sample of 138 managers from higher educational institutions, the results found out that there existed a positive correlation between leadership effectiveness and emotional intelligence.

III. METHODOLOGY

Desk-top research methodology was employed in this study where existing empirical and theoretical literature was carefully studied and analyzed from the global, regional, and local contexts in order to come up with conclusions on the effect that employee factors have on the performance of 21st century organizations. The researchers used the combination of the variables in each objective when searching for recent articles. The researchers summarized their findings to give a comprehensive analysis with proposals for each factor.

IV. FINDINGS

This section presents the findings of the effect of the five employees' factors on the performance of 21st century organizations. These factors are employee behavior, employee decision-making, employee perceptions, employee motivation, and employee emotional responses.

The first objective of this study was to determine the effect of employee behavior on the performance of 21st century organizations. The results indicated that employee behavior had a significant and positive impact of the performance of the organizations that are operating in the ever changing and dynamic 21st century (Thurlings et al, 2015; Oke et al, 2010; Mayhew et al, 2017). Further, the studies showed that some of the factors that affected the behaviour of employees in

organizations were the ever-changing and dynamic working environment such as innovation of new technology. Additionally, it was discovered that the behaviour of employees in an organization could be affected by the behaviour of their leader. If a leader did not value the contribution that employees were making to an organization, this, too, affected their behaviour to a great extent.

The aim of the second objective was to establish the effect that employee decision making had on organizational performance. From the articles that were analyzed, the results pointed out to the fact that the way employees made decisions in the workplace contributed positively to the performance of the concerned organization (Alhawamdeh & Alsmairat, 2019); Zoogah et al, 2012; Odollo and Ochieng (2019). It was further concluded that some of situations that presented employees with opportunities to make decisions were in a changing working culture and especially after the recruitment of new organizational leaders besides infrastructural decisions. Furthermore, employee decision making was found to have a direct and positive correlation with organizational leaders who kept an open-door policy.

On the third objective of this study was to explore the effect of employee perceptions on organizational performance, the results of the sampled articles showed an existence of a positive relationship between the two variables (Biggs, 2014; Aberese-Ako et al, 2014; Ojwang et al, 2010). In particular, the studies proved that provision of resources, job alignment, and empowerment were some of the factors that contributed to the way employees perceived an organization. Further, when organizations used performance based compensation, recognition of individual and team efforts, and polite approach, these were found to have influence of the perception of employees and consequently, their performance.

The fourth objective of this study was to identify the effect that existed between employee motivation and organizational performance. The results of the studies from where literature was mined indicated that there existed a positive and significant correlation between the study variables (Androniceanu et al, 2020; Meyer et al, 2012; Ongalo et al (2015). Factors such as efficient communication and giving time and constructive feedback were found to have a great impact in motivating employees. The outcomes of the studies further pointed out to the fact that, indeed, intrinsic rewards systems and clear policies governing training and development had a great contribution towards motivating of employees.

Regarding the fifth objective of this study which was to identify the effect of employee emotional responses on organizational performance, the results showed an existence of a positive and significant relationship between the variables involved in the study (Barber et al, 2015; Maree et al (2006). Additionally, the studies discovered that factors such as sleepiness heightened the negative reaction of an employee towards unfair treatment. Again, there was a significant and

positive correlation between emotional intelligence and the performance of employees.

V. CONCLUSIONS

Studying organizational behavior, both in theory and in practice has tremendous benefits that accrue to any man or woman aspiring to take leadership role in their organizations. The leader is able to, according to Kozlowski (2018), comprehend and predict workplace events, align possible fears and curiosity that can negatively affect performance of individuals, teams and the organization as a whole. Various aspects of organization behavior and in particular employee factors such as employee behavior, employee decision-making, employee perceptions, employee motivation, and employee emotional responses have an impact, either negative or positive, on organizational performance. It can therefore be concluded that the input of employees is very important if organizations are going to continue achieving their mandates in the current dynamic business environment in which change is the only constant.

Having the knowledge of organization behavior, by all actors in an organization will see such organization deliver in time and be able to realize their mandate by performing optimally. The aim of this study was to establish the effect of employee factors on the 21st century organizations. The desk-top research has indeed concluded that, indeed, there exists a positive and significant relationship between the five employee factors of employee behavior, employee decision-making, employee perceptions, employee motivation, and employee emotional response. Since employee factors play a critical role in improving performance, it is important for organizational leaders to ensure that they are given priority in decision-making tables. On the other hand, organizations have their missions to accomplish and there ought to be put in place more efforts to ensure employees are motivated and directed towards achievement of organizational vision and mission. It recommended further research studies could be done using other organizational behavior factors such as team leadership and leading and managing change. Other studies could endeavour to establish the effect of policies on the performance of employees and organizations. Furthermore, future research studies could test the same variables using empirical data in a particular context.

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