ORGANIZATIONAL BEHAVIOUR AND PERFORMANCE IN KENYA; A CASE OF NAIROBI BOTTLEERS LIMITED

JOSEPHAT KIIO KILUNGU

D53/OL/23175/2013

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF BUSINESS ADMINISTRATION DEGREE (STRATEGIC MANAGEMENT OPTION) OF KENYATTA UNIVERSITY

JULY, 2017
DECLARATION

This project is my own original work and has not been presented for award of any degree in any University.

Signed: ___________________________               ________________

Josephat K. Kilungu               DATE:

REG NO: D53/OL/23175/2013

This research project has been submitted for the course examination with my approval as the University supervisor.

Signed: ___________________________               Date_________________

Mr. Shadrack Bett

Department of Business Administration
DEDICATION

I dedicate this work to my wife Mwikali and my Son & Daughter, Safari and Noella for their encouragement and support during the whole process
ACKNOWLEDGEMENTS

I would like to thank the Almighty God for giving me the opportunity and strength to pursue my education. It is through His abundance grace that has brought this research work this far.

This work would have not been possible without my supervisor Mr Shadrack Bett who guided me all along the process. I acknowledge his patience, support and thank him most sincerely for their tireless efforts.

I would like to thank my wife and children, for their support and wonderful ideas throughout this process. Lastly, I also appreciate my friends who shared this journey with me and encouraged me in the adventure of academics and have been my anchor.
TABLE OF CONTENTS

DECLARATION ........................................................................................................................................... ii

DEDICATION ............................................................................................................................................. iii

ACKNOWLEDGEMENTS .............................................................................................................................. iv

TABLE OF CONTENTS ............................................................................................................................... v

LIST OF TABLES ......................................................................................................................................... ix

LIST OF FIGURES ........................................................................................................................................ x

ABBREVIATIONS AND ACRONYMS .......................................................................................................... xi

OPERATIONAL DEFINITION OF TERMS ................................................................................................... xii

ABSTRACT .................................................................................................................................................. xiii

CHAPTER ONE ............................................................................................................................................. 1

INTRODUCTION .......................................................................................................................................... 1

1.1 Background of the Study ....................................................................................................................... 1

1.1.1 Organizational Behavior .................................................................................................................. 5

1.1.2 Nairobi Bottlers Limited .................................................................................................................. 9

1.1.3 Organizational performance .......................................................................................................... 11

1.2 Statement of the problem ..................................................................................................................... 12

1.3 Objectives of the Study ....................................................................................................................... 14

1.3.1 General Objective .......................................................................................................................... 14

1.3.2 Specific Objectives ........................................................................................................................ 14

1.4 Research Questions ............................................................................................................................. 15

1.5 Significance of Study ........................................................................................................................... 15

1.6 Scope of the Study ............................................................................................................................... 16

1.7 Limitations of the study ....................................................................................................................... 16
1.8 Organization of the Study ......................................................................................... 16

CHAPTER TWO ................................................................................................................. 18

LITERATURE REVIEW ..................................................................................................... 18

2.1 Introduction .................................................................................................................. 18

2.2 Theoretical Review ..................................................................................................... 18

2.2.1 MARS model of individual behavior ................................................................. 18

2.2.2 Abraham Maslow’s hierarchy of needs theory .................................................. 19

2.2.3 ERG theory .......................................................................................................... 19

2.2.4 Fredrick Herzberg’s two factor theory ............................................................... 20

2.3 Empirical Review ....................................................................................................... 21

2.3.1 Leadership and Organizational Performance .................................................... 21

2.3.2 Employee Motivation and Organizational Performance ................................... 24

2.3.3 Job satisfaction and organizational performance .............................................. 26

2.3.4 Group and Team work and organizational performance ................................... 30

2.4 Conceptual Framework .............................................................................................. 31

CHAPTER THREE .......................................................................................................... 33

RESEARCH METHODOLOGY ......................................................................................... 33

3.1 Introduction ................................................................................................................ 33

3.2 Research Design ....................................................................................................... 33

3.3 Target Population...................................................................................................... 33

3.4 Sample ........................................................................................................................ 34

3.5 Data Collection Process ........................................................................................... 34

3.6.1 Reliability .............................................................................................................. 34
3.6.2 Validity .................................................................................................................. 35
3.7 Data Analysis ............................................................................................................. 35
3.8 Ethical Considerations ............................................................................................... 36

CHAPTER FOUR .............................................................................................................. 37
DATA ANALYSIS, INTERPRETATION AND PRESENTATION ................................. 37

4.1 Introduction .................................................................................................................. 37

4.1.1 Response Rate ....................................................................................................... 37
4.1.2 Validity and Reliability Test .................................................................................. 37

4.2 Demographic Information ......................................................................................... 38

4.2.1 Age of the Respondents ....................................................................................... 38
4.2.2 Gender of the Respondents ................................................................................... 39
4.2.3 Educational Level of the Respondents ................................................................. 39
4.2.4 Marital Status of the Respondents ....................................................................... 40
4.2.5 Current Job Position of the Respondents ............................................................. 41
4.2.6 Level of the Job ................................................................................................... 41
4.2.7 Years of Service ................................................................................................... 42

4.3 Organizational Leadership ......................................................................................... 42

4.4 Employee Motivation ................................................................................................. 44

4.5 Job Satisfaction ........................................................................................................... 45

4.6 Group and Teamwork ................................................................................................. 46

4.7 Organizational Performance ....................................................................................... 47

4.7.1 Respondents’ Description of Performance ............................................................ 47
4.7.2 Extent of Respondents’ Agreement on Performance and OB ............................... 47
4.7.3 Organizational behavior patterns and Performance ........................................48

4.8 Regression Analysis ..........................................................................................49

CHAPTER FIVE ........................................................................................................52

SUMMARY, CONCLUSION AND RECOMMENDATIONS ................................52

5.1 Introduction .......................................................................................................52

5.2.1 Organizational Leadership .........................................................................52

5.2.2 Employee Motivation ..................................................................................52

5.2.3 Job Satisfaction ............................................................................................53

5.2.4 Group and Team work ................................................................................53

5.2.5 Organizational Performance .......................................................................53

5.3 Conclusion .........................................................................................................54

5.4 Recommendations of the Study ......................................................................54

5.5 Suggestions for Further Studies ......................................................................55

REFERENCES ..........................................................................................................56

APPENDICES ...........................................................................................................60

APPENDIX I: LETTER TO RESPONDENTS .........................................................60

APPENDIX II: QUESTIONNAIRE .................................................................61

APPENDIX III: TIME PLAN ....................................................................................66

APPENDIX IV: BUDGET ..........................................................................................67

APPENDIX V: RESEARCH AUTHORIZATION LETTER ........................................68

APPENDIX VI: NACOSTI RESEARCH PERMIT ..................................................69
LIST OF TABLES

Table 4.1: Response Rate .............................................................................................................37
Table 4.2: Validity and Reliability Test ...........................................................................................38
Table 4.3: Age of the Respondents .................................................................................................38
Table 4.4: Marital Status of the Respondents .................................................................................40
Table 4.5: Current Job Position of the Respondents .....................................................................41
Table 4.6: Level of the Job ............................................................................................................41
Table 4.7: Years of Service ............................................................................................................42
Table 4.8: Organizational Leadership ...........................................................................................43
Table 4.9: Employee Motivation ...................................................................................................44
Table 4.10: Job Satisfaction ........................................................................................................45
Table 4.11: Group and Team work ...............................................................................................46
Table 4.12: Respondents’ Description of Performance ..................................................................47
Table 4.13: Extent of Respondents’ Agreement on Performance and OB ....................................48
Table 4.14: Organizational Patterns and Performance .................................................................48
Table 4.15: Model Summary .........................................................................................................49
Table 4.16: ANOVA ........................................................................................................................49
Table 4.17: Regression Coefficients ..............................................................................................50
LIST OF FIGURES

Figure 2.1: Conceptual Framework ................................................................. 35

Figure 4.1: Gender of the Respondents ............................................................ 39

Figure 4.2: Educational Level of the Respondents .......................................... 40
### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CCBF</td>
<td>Coca-Cola Beverage Franchise</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>OB</td>
<td>Organizational behaviour</td>
</tr>
<tr>
<td>NB</td>
<td>Nairobi Bottlers Limited</td>
</tr>
<tr>
<td>TPM</td>
<td>Total Productive Management</td>
</tr>
<tr>
<td>SABCO</td>
<td>South African Bottling Company</td>
</tr>
<tr>
<td>PET</td>
<td>Polyethylene Terephthalate</td>
</tr>
</tbody>
</table>
**OPERATIONAL DEFINITION OF TERMS**

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Satisfaction</strong></td>
<td>Has been defined in many different ways. It is simply how contented an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.</td>
</tr>
<tr>
<td><strong>Organizational Behavior</strong></td>
<td>The study of the way people interacts within groups. Normally this study is applied in an attempt to create more efficient business organizations. The central idea of the study of organizational behavior is that a scientific approach can be applied to the management of workers.</td>
</tr>
<tr>
<td><strong>Organizational Performance</strong></td>
<td>Comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives)</td>
</tr>
<tr>
<td><strong>Organizational Leadership</strong></td>
<td>A dual focused management approach that works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization</td>
</tr>
</tbody>
</table>
ABSTRACT

This study sought to find out the influence of organizational behavior on organizational performance among beverage manufacturing companies in Kenya with Nairobi Bottlers Limited being the case study. The objectives of the study was to determine the influence of leadership on the performance of Nairobi Bottlers Limited, to explore the influence of employee motivation on organizational performance of Nairobi Bottlers Limited, to establish how employee job satisfaction influences the performance of Nairobi Bottlers Limited and to evaluate the influence of group and team work on organizational performance of Nairobi Bottlers Limited in order for it to gain competitive advantage over its rivals in the franchise and industry. The study employed a descriptive research design to establish the extent to which the independent variables influence the dependent variable. The target population was all the employees of Nairobi Bottlers Limited who are 1300. 20% of the population was taken as the sample which is 260 employees. A step-wise regression model was used to analyze the data which was presented in tables, charts, percentages and graphs. The study established that the feedback received from respondents agrees with what they have actually achieved; the job is meaningful; respondents feeling lucky being paid for a job they like; respondents enjoy the discussion of their organization with people outside the organization; group and team work significantly affects performance of an organization. The study concludes that organizational leadership significantly influences performance; employee motivation significantly affects performance of a firm; Job satisfaction has significant effect on performance of an organization; group and team work significantly affects performance of an organization. The findings of the study would contribute to the existing knowledge in organizational management and to increasing performance standards amongst the management professionals and the entire industry through behaviour modification thus providing a competitive edge. The study recommends that the management team of Nairobi Bottlers should strengthen their leadership styles so as to motivate employees. The human resource department of Nairobi Bottlers and all companies generally in Kenya should ensure that jobs are meaningful to their employees through job rotations and job enrichments; there is need for organizations to provide incentives that enhance job satisfaction of their employees. The study recommended that there is also need to conduct a similar study in the public and private sector in Kenya.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Organizations face strong pressures in competitive environments to be efficient and at the same time produce products of value. By ensuring that their workforce is optimal at all times most organizations can gain competitive advantage (Rachel, 2008). Satisfied employees form a bond with the company and take pride in their organizational membership, they believe in the goals and values of the organization. Therefore, these employees display high levels of performance and productivity (Steven, 2008). Dissatisfied employees display characteristics of low productivity, absenteeism, and turnover. These traits are highly costly for the organization. Therefore, it is crucial that research is done to determine the relationship between motivation, job satisfaction, group dynamics and teamwork, leadership, and employee performance (Jones et al, 2006).

There is a common theme, which persists when managers are confronted with the question of describing their most frequent or troublesome problems. This theme which managers most often describe is “people problems”. They talk about their boss’s poor communication skills, employee’s lack of motivation, conflicts between team members, overcoming employee resistance to company reorganization, and so on. In today’s increasingly competitive and demanding workplace, it is difficult for managers to succeed on their technical skills alone. They need to have good people skills as well (Kurt, 2007). Organizational behavior is the study of people at work. It concentrates on the influence that individuals, groups, and structure have on behaviour within organizations. Applying knowledge to improve organizations effectiveness is the chief
goal of organizational behavior and also because organizational behaviour is concerned specifically with employment related situations it emphasizes behaviour related to jobs, work, absenteeism, employment turnover, productivity, human performance, and management (Varawalla, 2010).

Every business tries to achieve its objectives and in order to achieve these objectives organizations must ensure that their human resource (HR) department is in the finest condition. The human resource (HR) department of any organization is considered the most important resource an organization has, thus companies must ensure that their workforce is well trained and effective (Kreitner, 2001). Employees who are satisfied with their jobs may display an increased work performance and ethic compared to an employee who is dissatisfied. Employees who are satisfied with their positions may display this type of behaviour because they do not desire to lose a position that makes them content. Dissatisfied employees on the other hand may not display such behaviour because they are not as satisfied by the position (Mullins, 2007).

The organization and the design of jobs can have a significant effect on staff. Attention needs to be given to the quality of working life in an organization. Managers need to understand that a positive work life can lead to an increase in employees’ performance (Nimalsthasan, 2004). Job satisfaction is a multifaceted concept, which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear (Buchanan, 2006). The relationship between job satisfaction and employee performance is an issue of continuing debate and controversy (Putman, 2002). One view associated with the early human relation’s approach is that satisfaction leads to performance (Buchanan, 2006).
An organization and its members form a relationship, which is influenced by what motivates them to work, and the rewards, which they receive. The satisfaction of staff and their levels of performance are significantly affected by the work organization, and the design and content of jobs. It is up to the manager to know how best to elicit the cooperation of staff and try to direct their efforts to achieving the objectives and goals of the organization (Mullins, 2007).

Kreitner et al. (2001) suggest that motivation is not the only contributor for job performance. Along with ability, motivation is a combination of feelings and emotions, level of skill, facilitating and inhibiting conditions, which are not under the control of the individual, and knowledge about how to complete the task. However, it is clear that if a manager wants to improve the work of the organization, then he must give attention to the level of motivation of the members in the organization. He must also encourage staff to direct their efforts towards the successful attainment of the goals and objectives of the organization (Mullins, 2007:250).

Motivation is a complex subject, which is influenced by many variables. It is the result of either internal or external sources. Intrinsic motivation occurs when forces within an individual results in certain behaviour and involves performing work for its own sake (Jones et al., 2006). According to Harris (2010), most South Africans are not happy with their jobs. The Job Crystal Happiness Indicator takes a look at how salary, level of seniority and location affects how happy South African employees are. Employees earning higher salaries and in more senior positions tend to be the happiest, with employees living away from major metropolitan areas being happier (Heger, 2011). The Job Crystal happiness indicator showed that less than half were happy with their roles.
Munyeki (2011), opines that it is clear that companies that focus on gaining staff buy-in for companywide goals and objectives, at the expense of meeting employees’ individual career goals, are going to find it difficult to hold on to top talent. The two go hand in hand in terms of attracting and keeping star performers. JobCrystal compiles the happiness indicator from the data it collects when candidates enter their details on the talent management portal. JobCrystal completed a second happiness indicator, which looked at which South African companies had the happiest staff, and were the best places to work (Kanyuira, 2011). There was a low correlation between companies where employees were the happiest and those rated the best place to work. Even if employees buy into the company culture, vision and environment, they also need to have their individual goals and requirements met in order to be happy.

Koontz (2010), opines that employers and employees have a part to play in the process. Employee-employer relationship is a 50\50 responsibility, when it comes to staff satisfaction, employers are responsible for supplying employees with all the tools required to do their jobs. The recession has highlighted people’s needs for fulfilling basic wants, for example, taking care of their families. Companies have not been equipped to give increases, and this is contributing to high level of unhappiness in the workplace, Harris (2010). The compensation, benefits and rewards system must be aligned. Employees emulate behaviour that they see being rewarded, Musyoki (2010).

This research sought to analyze the effect of organizational behaviour on performance of stakeholders in an organization. Low job satisfaction can lead to a low morale, which will cause the employee to work less and concentrate more on the negative aspects of his/her job, leading to low self-esteem and a general malaise that will inadvertently spread across
his/her social circles. People around them are likely to feel the frustration and may even have to bear the brunt of this malaise. This depression could also have a huge influence on their personal relationship and family life. In many cases, an unhappy worker may have marital problems and health problems caused by stress. Looking at it from an employer’s perspective, there will be a sharp decrease in productivity. Again, a person who is not satisfied with his job will see that his relationships with people at work will begin to suffer, causing interpersonal stress at work. This behaviour will limit scope for progression, hence exacerbating an already difficult situation. Employees with low morale have a systemic influence on the organization, Varawalla (2010).

1.1.1 Organizational Behavior

Organizational behavior (OB) is the study of the way people interact within groups. Normally this study is applied in an attempt to create more efficient business organizations. The central idea of the study of organizational behavior is that a scientific approach can be applied to the management of workers. Organizational behavior theories are used for human resource purposes to maximize the output from individual group members, Rawal (2009). There are a variety of different models and philosophies of organizational behavior. Areas of research include improving job performance, increasing job satisfaction, promoting innovation and encouraging leadership. In order to achieve the desired results, managers may adopt different tactics, including reorganizing groups, modifying compensation structures and changing the way performance is evaluated, Ngo (2009).

While Organizational Behavior as a field of academic study wasn’t fully recognized by the American Psychological Association until the 1970’s, it’s roots go back to the late
1920’s when the Hawthorne Electric Company set up a series of experiments designed to discern how changes in environment and design changed the productivity of their employees. Their various studies, conducted between the years of 1924 and 1933, were broad and meticulously measured over large periods of time. The studies included the effect of various types of breaks (lots of small breaks and a few long ones) on productivity, productivity in isolation, and productivity in varying levels of light. The most famous finding resulting from the Hawthorne Studies is what is now called the Hawthorne Effect, the change in behavior of a test subject when they know they’re being observed, Rachel (2008).

The idea of looking scientifically at behavior and productivity in the workplace with the goal of increasing the amount and quality of work an employee can get done, along with the idea that workers were not interchangeable resources but were instead unique in terms of their psychology and potential fit with a company. These ideas were radically new when Hawthorne first began the studies, and they helped create a field of study and an entire professional field, Rawal (2009). Organizational behavior has focused on various different topics of study. In part because of the Second World War, during the 1940’s the field focused on logistics and management science. During this period the emphasis was on using mathematical modeling and statistical analysis to find the best answers for complex problems. Studies by the Carnegie – or freshwater – School economics in the 1950’s and 1960’s furthered these rationalist approaches to decision making problems.

In the 1970’s, theories of contingency and institutions, as well as organizational ecology, resource dependence, and bounded rationality came to the fore as the field focused more
on quantitative research. These findings and sets of theories helped organizations better understand how to improve business structure and decision making, Putman (2002). Since the 1970’s, a good deal of the work being done in the field of organizational behavior has been on cultural components of organizations, including topics such as race, class, gender roles, and cultural relativism and their roles on group building and productivity. These studies, a part of a shift in focus in the field towards qualitative research, and among other things, take into account the ways in which identity and background can inform decision making (Robbins, 2008).

Academic Programs focusing on organizational behavior are usually found in business schools, and schools of social work and psychology. They draw from the fields of anthropology, ethnography, and leadership studies and use quantitative, qualitative, and computer models as methods to explore and test ideas. Depending on the program one can study specific topics within organizational behavior, or broader fields (Rachel, 2008). Micro organizational behavior involves cognition, decision making, learning, motivation, negotiation, impressions, group process, stereotyping, and power and influence while marco-organizational behavior covers organizations as social systems, dynamics of change, markets, relationships between organizations and their environments, as well as identity in organizational process, how social movements influence markets, and the power of social networks (Saan, 2004).

Findings from organizational behavior’s body of research can be used by executives and Human Relations professionals better understand a business’ culture, how that culture may facilitate or hinder productivity and employee retention, and how to best evaluate
candidates skill set and personality during the hiring process (Jones, 2006). The application of theory and knowledge from the field of organizational behavior can be broken down into sections of Personality, Job Satisfaction and Reward Management, Leadership, Authority, Power, and Politics. There is rarely one correct way to assess the right way to manage any of these things, but OB research can provide a set of guidelines and topics to follow (Jacqueline, 2007).

Personality, essentially a series patterned behavior, plays a large role in the way a person interacts with groups and produces work. Knowing a person’s personality, either through a series of tests, or through conversation can give a better idea of whether they’re a fit for the environment they’d be hired into, and how best to motivate that person. Theories around job satisfaction vary widely, but some argue that a satisfying job consists of a solid reward system, compelling work, good supervisors, and satisfactory working conditions (Isaiah, 2000). While leadership, what it looks like and where it is derived from is a rich topic of debate and study within the field of organizational behavior. When one views it connected to management, it can be broad, focused, centralized or decentralized, decision-oriented, intrinsic in a person’s personality or a result of a place of authority (Buchanan, 2006).

On the other hand power, authority, and politics all operate inter-dependently in a workplace. Understanding the appropriate ways, as agreed upon by a workplace rules and general ethical guidelines, in which these elements are exhibited and used are key components to running a cohesive business (Rachel, 2008). This study, therefore, sought
to find out the relationship between organizational behaviour and performance among beverage manufacturing firms in Kenya.

1.1.2 Nairobi Bottlers Limited

Nairobi Bottlers limited is one of the Coca-Cola Bottling Franchised plants in Kenya. Others include Coastal Bottlers, Mount Kenya Bottlers, Kisii Bottlers and Almasi. NBL is majorly owned by the South-African Bottling Company and Centum holdings in Kenya. The company employs approximately 1300 people, and it is the biggest single bottling plants in the SABCO group, as well as CCBF in Kenya. Departmental functions include manufacturing, sales, logistics and support functions such as human resource and finance.

Nairobi Bottlers has received couple of awards since its inception and these include; in 1995, NBL received the ‘Highest Quality Award’ and was named Kenya’s ‘Bottler of the Year’. In 2007, NBL won two awards in the prestigious Company of the Year Awards for Kenyan companies and organizations. In 2008, NBL won the first runner-up award in the prestigious ‘Company of the Year’ Award in Kenya. In 2009, NBL won the Marketing award in the prestigious Company of the Year’s Award. Quality awards from the Coca-Cola Company which Nairobi Bottlers has received due to outstanding quality of its products include-Gold award in 2009, Gold award in 2010 and Bronze award in 2011, NBL (blog). In the manufacturing category, NBL was the best in the SABCO group in 2014, which was mainly driven by implementation of TPM. Other functions such as finance and logistics were the best in SABCO group as well on their deliverables.
Kenyans enjoy a wide range of beverages, including Coca-Cola, Coke Light, Sprite, Stoney, Dasani and those from the Krest, Schweppes and Sparletta groups. In 2015, 43 million unit cases of product were sold in the Kenyan market which was a record performance since the inception of the plant. Direct distribution of product to customers by the company is 10% whereas 90% of distribution is done by Manual Distribution Centers (MDCs). Growth of the future consumption drinks category has seen the company invest in a state of the art new mega-line for Coca Cola PET drinks.

Kenya based Nairobi Bottlers Ltd like any other bottling plant belongs to Coca-Cola international Ltd, an Atlanta based multinational carbonated soft drinks firm. The soft drink industry consists of establishments primarily engaged in manufacturing non-alcoholic, carbonated beverages, mineral waters and concentrates and syrups for the manufacture of carbonated beverages. Establishments primarily engaged in manufacturing fruit juices and non-carbonated fruit drinks are classified in canned and preserved fruit and vegetable industry. Their principal activities and products include: Aerated waters, carbonated beverages, mineral and spring waters, soft drink concentrates and syrup, preparation and carbonation.

Nairobi Bottlers Ltd business is based on franchising, a co-operative diversification strategy that provides an alternative to vertical integration whose basis is to achieve a relatively centralized control of the way business is run without significant capital investment (Hitt, 1997). The ongoing business relationship between the franchiser the franchises includes Trade mark, the service and the product, the marketing strategy,
operational guidelines, business standards, quality controls, technology and Human Resources among others.

1.1.3 Organizational performance

According to Chen (2002), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness)”. There are various ways to understand organization performance but in this study it has been judged upon the growth of the company and sales performance which lead towards the growth. Sales performance can be explained as all the activities or investment carried out in the firm in the given period of time. It can be measured by total amount of revenue collected for the goods sold. Growth revenue defines as total amount of money collected by the company for the goods they sold in a specific time and this amount is calculated before any expenses are subtracted (Robbins, 2008).

Effectiveness of the organization depends on the three basics performance determinants. Efficiency is defined as a term practiced by organization or firm to use people and resources to carry out important operations in way which minimizes the costs. When the resources will be used in a proper way as compared to the competitors the cost of operation will decrease and the profit margin will increase (Putman, 2002). Efficiency is important when the competitive strategy of the firm offers products and services at lower rates than the competitors. Human resource relation is defined as trust, organizational
commitment, collective identification and cooperation among the employees (Bass 1990 Yuki & Tabler 2002). Innovative adoption includes increase in market share, sales growth from year to year, generating and maintaining loyal customer base.

1.2 Statement of the problem

To increase motivation of employees, managers should assist them in achieving their performance goals through coaching and support, and in so doing increase their effort-performance relationship (Kreitner & Kinicki, 2001). As a manager or business owner, one should be interested in their employee’s attitudes because attitudes give warnings of potential problems and because they influence behaviour. Satisfied and committed employees, for instance, have lower rates of turnover, absenteeism, and withdrawal behaviours (Mullins, 2007). They also perform better on the job.

In many organizations resignations and absenteeism are major problems; in order to keep this down, managers should do things that will generate positive job attitudes (Buchanan, 2006). The most important action managers can take to raise employee satisfaction is to focus on the intrinsic parts of the job, such as making the job more interesting and challenging (Dogan, 2009). Positive reinforcement is a powerful tool for modifying behaviour. By identifying and rewarding performance-enhancing behaviours, management increases the likelihood that such behaviours will be repeated (Robbins, 2001: 31-32).

Organizational behaviour has almost all the concepts, which encompass the need for change. These include attitudes, perceptions, teams, leadership, motivation, organizational design and the like (Putman, 2002). When one enquires about change, it is
impossible to not think about these concepts. If we consider a working environment, which was perfectly static, employee’s skills and abilities were always up to date and incapable of deteriorating, and if tomorrow were always exactly the same, as today, then organizational change would have little or no relevance to managers (Steven, 2008).

According to Euro monitor 2016, currently in the Kenyan market International companies continue to experience stiff competition from local players who performed well in 2015. The positive performance of domestic firms is driven by the growing popularity of their products, particularly among the burgeoning middle-class population. Domestic firms are also supported by wide distribution channels, strong promotional events, affordable pricing models and innovative, attractive packaging. The entry of new players such as Ketepa Ltd and TreeTop brands into categories such as bottled water, carbonates and juices is expected to contribute to the reduction of volume and value sales for large firms that traditionally dominated soft drinks. Many new players leverage their products on comparably lower prices, fashionable pack sizes and designs to lure consumers.

Research investigating the relationships of leader and follower psychological capital, service climate, and job performance in United States police have been carried out (Fred et al., 2010) results revealing that leader psychological capital was positively related to follower performance, with this relationship mediated by follower psychological capital. According Walumbwa et al (2005) his study explored the nature of the relationship between transformational leadership and two work-related attitudes, organizational commitment and job satisfaction, by comparing Kenya and the United States. The results
showed that transformational leadership has a strong and positive effect on organizational commitment and job satisfaction in both cultures.

Research by Lelei et al (2015), examined organizational citizenship behavior in Kenyan banks focusing on Altruism and Courtesy as independent variables, and their impact on performance. In the recent past, Coca-Cola market share has dropped to 48.6% from 51.3% (Statista 2016) due to domestic competition. According to human resource records for Nairobi Bottlers 2016, on average in the last 3 years, the company is losing 5% annually of its critical staff to direct competition.

Every organization’s members share a constellation of skills, abilities, and motivations that differentiates it from every other firm. To gain advantage, managers must be able to capitalize on these individual differences as jobs are designed, teams are formed, work is structured, and change is facilitated. Hence this study sought to investigate the relationship between organizational behaviour and performance at Nairobi Bottlers Limited located in Nairobi County as a strategy to maintain competitive edge.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study was to investigate the extent in which organizational behaviour influence performance with a special reference to Nairobi Bottlers Limited, a soft drink manufacturing company in Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives;
i. To determine the influence of leadership on the performance of Nairobi Bottlers Limited.

ii. To explore the influence of employee motivation on performance of Nairobi Bottlers Limited.

iii. To establish how employee job satisfaction influences the performance of Nairobi Bottlers Limited.

iv. To evaluate the influence of group and team work on performance of Nairobi Bottlers Limited.

1.4 Research Questions

This study sought to answer the following research questions:

i. Does leadership influence performance of Nairobi Bottlers Limited?

ii. What is the influence of employee motivation on performance of Nairobi Bottlers Limited?

iii. What is the effect of employee job satisfaction on performance of Nairobi Bottlers Limited?

iv. How significantly do group and team work of employee’s influence performance of Nairobi Bottlers Limited?

1.5 Significance of Study

The study would contribute to the existing knowledge in organizational management and to increasing performance standards amongst the management professionals and the entire industry through behaviour modification thus providing a competitive edge. It would help improve the management of beverage organizations. It would also provide
information to the policy makers and planners in both governmental and non-governmental organizations on areas of focus and avoid duplication of interventions of related services. The study will provide a platform on a number of management policies for more research in order to establish more of them and how they influence the employee management within and/or without the scope of study. This study would be used for the future and references.

1.6 Scope of the Study

The conceptual scope of this study lied on the influence of organizational behaviour on the performance of corporate organizations in Kenya. The specific context of interest was Nairobi Bottlers Limited in Kenya. It is believed that this would provide adequate information for the study and therefore give reliable results and findings.

1.7 Limitations of the study

One of the limitations of the study will be the challenge of insufficiency of funds to meet all the financial obligations adequately. However the researcher will optimize available resources in the prevailing circumstances. Unwillingness of respondents to take part in giving required information is anticipated as a challenge. The problem will be curbed by assuring respondents that the study is merely academic and their information will be handled with confidentiality.

1.8 Organization of the Study

The study comprises five chapters. Chapter one involves background of the study, statement of the problem, purpose of the study, objectives of the study, research
questions, and significance of the study, limitation of the study, scope of the study and organization of the study.

In chapter two literature review includes the introduction, theoretical review: Mars model of individual behaviour, Abraham Maslow hierarchy of needs, ERG theory and Herzberg’s two factor theories. Empirical review: Leadership, employee motivation, job satisfaction and group/team work and their influence on firm performance, and Conceptual Framework.

Chapter three deals with research methodology involving introduction, research design, target population, sampling design, rationale for sample selection, data collection instruments, questionnaires, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four dealt with data analysis, findings and interpretation of the results. Finally chapter five include summary of findings, conclusions and recommendations of the study.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter presents the literature review on strategies and organizational competitiveness. It summarizes the information from other scholars who have carried out their research in the same field of study. The chapter presents the theoretical review, empirical review, summary the research gaps and the conceptual framework.

2.2 Theoretical Review
This study was anchored on two theories; Mars model of individual behaviour, Abraham Maslow’s hierarchy of needs theory and ERG theory.

2.2.1 MARS model of individual behavior
MARS model explain individual behavior as a result of internal and external factors or influences acting together. The name of the model is an acronym of the four major factors that have an effect on employee performance, which are; Motivation, Abilities, Role perception and Situational Factors (MARS). Individual values, personality, perceptions, attitudes, and stress form a basis on which the factors interact (Heller 2004). These factors are highly interrelated in organizations. Unless all of the elements of the MARS model are satisfied, employee behavior and performance will be affected and negatively impacted. For example, enthusiastic and employee with high motivation level who is skilled in running the work (ability), and understands the job duties (roles perception) well, will not be able to perform their job well if there is a lack of the adequate and sufficient resources (situational factors).
2.2.2 Abraham Maslow’s hierarchy of needs theory

Abraham Maslow proposed the theory called hierarchy of needs theory. Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need, Maslow (1943). According to Abraham Maslow's theory, only a small percentage of the population reaches the level of self-actualization. The organization can satisfy its employees’ various needs. In the long run, physiological needs may be satisfied by the person’s paycheck, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits that include health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs.

Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and communication with others. Company picnics and other social get-togethers may also be helpful if the majority of employees are motivated primarily by social needs. Providing promotion opportunities at work, recognizing a person’s accomplishments verbally or through more formal reward systems and job titles are ways of satisfying esteem needs. Finally, self-actualization need may be satisfied by the provision of development and growth opportunities on or off the job, as well as by work that is interesting and challenging.

2.2.3 ERG theory

ERG theory was developed by Clayton Alderfer in 1941. It is a modification of Maslow’s hierarchy of needs. Instead of the five needs that are hierarchically organized; Alderfer
proposed that basic human needs may be grouped under three categories - Existence, Relatedness, and Growth. The theory's name is based on the first letter of each need. Existence refers to our concern with basic materials such as hunger, thirst and safe condition. Relatedness on the other hand, refers to the motivation we have for maintaining interpersonal relationships like involvement with family, friends, co-workers and employers. Finally growth is the intrinsic desire for personal development for example, the desire to be creative, productive and to complete meaningful tasks. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

2.2.4 Fredrick Herzberg’s two factor theory

In this study, the theory used as backdrop in measuring the effect of non-financial incentives on the job satisfaction of Nairobi Bottlers employees was Herzberg's Two-Factor Theory. Psychologist Frederick Herzberg (1966) investigated the question “what do people want from their jobs?” Through this question Herzberg identified the factors that lead to extreme satisfaction (motivators) and extreme dissatisfaction (hygiene). Factors leading to satisfaction such as achievement, recognition, responsibility, the work itself, advancement and growth are also called intrinsic factors, whereas those leading to dissatisfaction, when not present, such as company policy and administration, supervision, interpersonal relations, and working conditions are called extrinsic factors. Herzberg argued that there are two distinct human needs portrayed, namely as physiological needs that can be fulfilled by money, for example, to purchase food and
shelter, and the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow, Biris (2011)

2.3 Empirical Review

2.3.1 Leadership and Organizational Performance

A manager's approach can have an influence on the productivity of her staff and the rest of the organization. Organizational efficiency is dependent on each department, led by its manager, performing its job and contributing to the success of the company. Thus the way in which a manager makes decisions, delegates responsibility and interacts with employees can affect the entire organization (Harris, 2006). Leadership styles can affect communication and productivity. Bureaucratic leaders tend to slow up communication by checking to make sure that every part of the message and delivery method follows strict company guidelines. This can hamper communication and prevent employees from getting instructions and information they need to do their jobs. Leaders who do not solicit input from others can distort information to fit their own needs thus information that is distributed throughout the organization becomes inaccurate and ineffective.

Employee input can be valuable in creating more efficient work methods and improving productivity. But the leadership style used by management can affect the effectiveness of employee input. A manager with a democratic leadership styles accepts input from employees and uses the pertinent information to improve the work process. Other managers may completely dismiss employee input because they do not want to make any changes to the way things are done. Another response could be to allow employees to do what they want in terms of work processes, which would create procedural problems
throughout the company (George, 2012). A staff that feels motivated and has confidence in the company's vision can be productive. Leadership style has a direct influence on employee morale. Autocratic leaders that do not seek input from employees tend to alienate their staff and diminish the employee feeling of involvement. Democratic leaders are open to employee involvement and allow employees to feel part of the company's success. When the staff feels alienated, morale and productivity suffer. A manager that involves employees in the company's operations builds morale and improves productivity.

Managers who set clear goals maximize employee productivity. Managerial style also has an effect on how goals are set. A transformational leader uses high energy and inspiration to motivate employees to success. These kinds of leaders set specific employee goals and give employees all the tools they need to reach those goals. A leadership style emphasizing empowerment can create clear goals. Empowered employees make their own day-to-day decisions, but they are guided by strict company goals. A servant leadership style is one where the manager tends to follow the staff consensus. It can be difficult to develop and maintain production goals when a manager does not enforce adherence to company mandates (Harris, 2006).

Leadership refers to the behavior/attitude of a leader to collect and direct the individuals towards any goal. Leadership is a communication process of leader and individuals. So the effectiveness of an organization depends upon the effective leader and effective leader is that person who has an effective leadership style. Leadership is a very important factor for any organization or group.
There are three famous ways in which we can describe leadership from different perspectives (Buchanan, 2006). Achieve target through others which means that there are lot of leaders who have been working hard to lead their teams or groups towards the success yet this achievement wouldn’t have been possible without the participation of every member of the team. So it is fair to provide the true definition of leadership which includes those helping hands. In the past leaders have been using hierarchy and issuance of an order to complete the given task. But the leaders of the modern times have come up with a different approach and changed it to the investment of trust to their people, with skilled employees working together in a friendly environment to achieve the goals.

Mostly in the organizations management styles are widely spoken rather than leadership styles. This style of leadership basically involves ruling out of position less leadership and welcomes the informal one. The only difference is you do not claim certain powers on members. Dominating power of leadership: This type of leadership explains the individual who stands out and is dominant in a group or tribe is said to be their leader. It simply explains that leader is meant to have power over his people by holding top position for certain duration of time. This basically needs the mutual understandings between the people that they will obey the rules. In this type of leadership one doesn’t have to be a good motivator relational leader of the people.

Positive change towards the better journey: In this type of leadership it is basically challenge for the status quo towards a better world. Leader is said to have courage to stand up and let them heard even if it means a great risk to them. But in this type of leadership you don’t have to hold a formal appointment as long as you think that change is needed off you go and challenge the status quo. This also gives chance to employees to
become a leader even though they don’t have the right skills or are authorized to take charge.

2.3.2 Employee Motivation and Organizational Performance

Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Each branch manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organization needs (Dogan, 2009).

Dissatisfaction also, might work as guidance for the managers to explore the need of the staff and start with it to motivate them and attract them to do better performance. Motivation drives the human beings to reach their goals and organization goals through every challenge and constraint they face in their workplace; considering it as an advantage to go ahead in the direction they have put for themselves. The need of achievement always results in a desire to do extra effort to have something done better, and have the desire for success. The manager should motivate the employees to get things done through them without asking them what to do. Extrinsic motivation on the other hand, results from the attainment of externally administered rewards including pay, materials, possessions, prestige, and positive evaluations among others. Hamner and Hammer (1976), have carried out research on the behaviorist tradition of changing behavior by manipulating extrusive contingencies, Maslow (1943) addressed similar needs.
Whether in the form of wages, piecework or any other incentive pay, bonuses, stock options, company-paid insurance, or any of the other things that may be given to people for performance, money is important. The way to ensure that money has meaning, as a reward for accomplishment and as a way of giving people pleasure from accomplishment, is to base compensation as much as possible on performance (Koontz and Weihrich, 1990; Edwin, 1993).

According to Koontz & Weihrich (1990), this is the attempt to build into jobs a higher sense of challenge and achievement. A job may be enriched in variety, by giving workers more freedom in deciding about such things as work methods, sequence, and pace or the acceptance or rejection of materials; giving workers a feeling of personal responsibility for their tasks; taking steps to make sure that workers can see how their tasks contribute to a finished product and the welfare of an enterprise; involving workers in the analysis and change of physical aspects of their work environment, such as layout of the office or plant temperature, lightening and cleanliness.

People can be taught to become more motivated showing them how to deconstruct tasks and challenges, and how to feel less intimidated by their job roles. Demonstrating to them how to cope in the workplace can lead directly to improved motivation (Daniel, 2001). The managers may decide to sponsor employees for further training at the expense of the company. This can work as a way of motivating and retaining qualified employees. Despite mixed feelings about team-building activities, the fact that they encourage people to work together outside the office environment can be a definite advantage. They can
encourage healthy competition and give each member of staff the opportunity to be on the winning team. Improving team relationships can result in increased productivity and morale, and can lead to a much happier and healthier working environment. Such exercises can also help in the resolution of pre-existing issues within the team (Kurt, 2007).

2.3.3 Job satisfaction and organizational performance

Job satisfaction of employees plays a very vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results. Target and achievement depends on employee satisfaction and in turn contribute for organizational success and growth, enhances the productivity, and increases the quality of work (Steven, 2008). It is indispensable for an organization to exactly feel as to what employees feel, think, and wish and to discover and make strategies that how the staff dedication and commitment can be improved. Through this initiative business outcomes can be improved, productivity can be enhanced, commitment can get strengthened. Increasing staff satisfaction is very vital and important factor for the success of an organization (Kreitner, 2001).

It is the general understanding that job satisfaction is an attitude towards job and organizational performance depends on staff satisfaction. Persons having high level of job satisfaction hold positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job and even about the organization (Saan, 2004). It is factual that employee satisfaction is an innermost concern
in the business. It is a multi-factorial construct. Employee satisfaction contains basic factors, excitement factors. Basic Factors are the minimum requirements that cause dissatisfaction. Excitement factors increase employee’s satisfaction and performance factors result in satisfaction only when performance is high (Rachel, 2008).

Employee satisfaction is closely related to productivity which is then related to firm profitability. Employee satisfaction has a positive persuade on organizational performance. Beside this, firm profitability has a reasonable non-recursive effect on employee satisfaction. Employee satisfaction plays a considerable role in enhancing the firm profitability and improving operational performance of organizations and quality of goods and services. There is no doubt in it that employee satisfaction is critical to attain quality and profitability in organization. Employee satisfaction impacts quality at industry, to achieve quality and profitability at organization, employee satisfaction is fundamental and without it, organization cannot think of being successful (Jones, 2006).

An imperative relationship exists between employee and organization. This employee organization relationship plays an important role in success of any organization. There is a need of developments in it. Managers are believed to develop a role relationship in which actions and decisions should promote the interest of organization. Employee involvement and contributions in organization is outcome of the interest. The quality of employee organization relationship requires fulfillment of needs, quality of interaction, adaptability and identification. Employee empowerment is also an effective way of satisfying them. When employees are given employee empowerment, then it leads to job satisfaction (Dawal, 2009).
Employee satisfaction is in fact job satisfaction. Job satisfaction is an important job organization factor. Both of them are significantly related. Therefore, it is necessary to maintain job satisfaction so that employees can be motivated. In studying job satisfaction, job rotation, work method, problem solving and goal setting are important factors to consider and job satisfaction is also influenced by employee’s are, marital status and work experience (Mullins, 2007). Lawler (2011), cites six separate studies of the relationship between pay and performance, and finds that “their evidence indicates that pay is not very closely related to performance in many organizations that claim to have merit increase salary systems. The studies suggest that many business organizations do not do a very good job of tying pay to performance. This conclusion is rather surprising in light of many companies’ very frequent claims that their pay systems are based on merit.

It is particularly surprising that pay does not seem to be related to performance at the managerial level. Thus, the Medoff and Abraham (2007) evidence seems to be indicative of general performance measurement and compensation systems, and we have no thorough understanding of the forces responsible for these practices. Other forms of compensation systems include Profit Sharing, Gain Sharing. Under profit-sharing, payouts are based on organization-wide profits. The plan has two potential advantages. First, it may provide an incentive for employees to act in the best interests of the organization, rather than pursuing narrower goals. Second, by making a portion of compensation vary with organization profits, an organization can align its labor costs more closely with its ability to pay.
Thus, during business downturns, it has fewer fixed labor costs. Weitzman and Kruse (1990) have provided a comprehensive review of profit-sharing research. Based on previous attitude surveys, they concluded that both employees and employers believe that profit-sharing has positive effects on organization performance. Further, they found consistent evidence of statistically significant and positive links between profit-sharing and organization performance, usually defined as value added. Nevertheless, Gerhart and Milkovich (1990) raised some issues that might temper the positive evaluation reached by Weitzman and Kruse. As one example, the use of value added as a dependent variable carries potential risks because it is not a measure of physical productivity. Instead, it is defined as the degree to which the price of a product exceeds the cost of factor inputs (e.g., labor). Obviously, the price of a product can be influenced by factors other than productivity.

Weitzman and Kruse (2009), seem to recognize this and other potential problems with the profit-sharing literature. They note that "A limitation of the econometric studies is that they shed little light on the mechanisms through which profit sharing may affect productivity" (p. 139). The reason for interpreting the profit-sharing research cautiously is that there are both conceptual problems and roadblocks that have arisen in practice. For example, from a motivational point of view, it is not clear that any single employee will see much link between his or her performance and the organization profits because of the large number of people and factors that influence profits (i.e., "line of sight" problem). This, together with the “free rider” problem suggests that the motivational effect of such a plan may be limited.
2.3.4 Group and Team work and organizational performance

Teamwork has emerged in recent years as one of the most important ways in which work is being reorganized (Osterman 1994; Waterson et al. 1997). This idea of delegating responsibilities to work groups has been diffused under a range of different labels. Human resource management (HRM), modern socio-technical theory, business process re-engineering and lean production all embrace the core principles of team-working (Benders and Van Hootegem 1999; De Sitter et al. 1997; Kleinschmidt and Pekruhl 1994; Kuipers and Van Amelsvoort 1990) and suggest an important link with organizational performance (Hammer and Champy 1993; Katzenbach and Smith 1993; Womack et al. 1991).

Various arguments have been advanced to explain the effectiveness of team-based work. For example, both socio-technical theory (e.g. De Sitter 1994; Pasmore 1988) and work design theory (Hackman and Oldham 1976) have focused on the design of the group’s task to explain positive results; self-leadership theory has identified supervisory behaviors that help self-managing teams achieve success (Manz & Sims 1987); and theories of participative management argue that certain aspects of the organizational context contribute to the effectiveness of teams (e.g. Lawler 1992; Glew et al. 1995).

However, theoretical arguments about the effectiveness of teams are not enough. The next logical step in the cycle of scientific enquiry is the testing of these theories in practice. Various methodological approaches can be taken to assess the benefits associated with teams. Field experiments or intensive case studies allow the careful monitoring of the effects of workplace changes on outcomes, qualitatively and
quantitatively as well as over considerable periods of time. Such research provides insight and suggests hypotheses, but it is difficult to generalize on the basis of its findings (Ichniowski et al. 1996, 303).

In contrast, survey-based research, if appropriately conducted, does allow generalization to the population at large. Two reviews of the team working literature carried out approximately ten years ago showed that some survey-based research was already in existence (Cohen and Bailey 1997; Guzzo and Dickson 1996), but they also indicated that very little of this empirical work considered issues of overall organizational performance. Indeed, some authors have argued that the evidence regarding the impact of teamwork at the level of the workplace is often based upon anecdotes or descriptive case analyses (Appelbaum et al. 2000, 13; Cohen and Ledford 1994, 13–15). However, over the last decade, studies have begun to emerge that attempt to evaluate group performance at different levels of the organization and to assess the wider benefits of teamwork.

Team work and groups in an organization exist to improve productivity among employees. It helps to motivate, accommodate and make employee efficient and effective in their work.

2.4 Conceptual Framework

A conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical aspects of a process or system being conceived. It is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. The interconnection of
independent and dependent variables completes the framework for certain expected outcomes.

**Independent Variables**

<table>
<thead>
<tr>
<th>Organizational Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Change management</td>
</tr>
<tr>
<td>• Accountability</td>
</tr>
<tr>
<td>• Employee appreciation</td>
</tr>
<tr>
<td>• Stakeholder centeredness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acquire and achieve</td>
</tr>
<tr>
<td>• Bond and belong</td>
</tr>
<tr>
<td>• Create and challenge</td>
</tr>
<tr>
<td>• Defend and define</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Job security</td>
</tr>
<tr>
<td>• Compensation</td>
</tr>
<tr>
<td>• Nature of work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group and Team work</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Synergy</td>
</tr>
<tr>
<td>• Efficiency</td>
</tr>
<tr>
<td>• Effectiveness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sales Growth</td>
</tr>
<tr>
<td>• Market Share</td>
</tr>
<tr>
<td>• Conversion cost</td>
</tr>
</tbody>
</table>

*Figure 2.1: The Conceptual Framework*

*Source: Author (2016)*
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
In this chapter the research identified the procedures and techniques that were used in the collection, processing, analysis and presentation of data. Specifically the following subsections were included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design
Research design refers to the method used to carry out a research. Orodho (2003) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. Research design is an understanding of conditions for collection and analysis of data in a way that combines their relationships with the research to the economy of procedures. The research study applied a descriptive study design since the influence of the independent variable on the dependent variable was measured.

3.3 Target Population
According to Ngechu (2004), a population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated. The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The researcher focused on all the employees of Nairobi Bottlers Plant. The current number of employee is 1300 according to the Human Resource Department at the head office.
3.4 Sample

A purposive sampling approach was used in this study to allow the researcher to pick random staff from various departments within the company. A sample of 20-30% of the entire population was significant for the study to draw conclusions and recommendations, (Mugenda and Mugenda, 1999). The population being large and given the limitations of time and resources, 20% of the population of 1300 was taken. Therefore the sample was 260 employees of Nairobi Bottlers.

3.5 Data Collection Process

Primary data was used in the study. The data was collected from respondents using closed ended and open ended questionnaire. Drop and pick method was used to administer the questionnaire. Hence each respondent received the same set of questions in exactly the same way. The respondents were made aware of purpose of the research and will be assured of their confidentiality. Questionnaires are suitable to obtain important information about the population and are said to reach large number of subject who are able to read and write independently (Orodho, 2004).

3.6 Validity and Reliability of the study

3.6.1 Reliability

According to Mugenda and Mugenda (2003) Validity is the accuracy and meaningfulness of inferences that are based on the research results. This represents the relevance of the data collected and conclusions drawn from. A small pre-test on a sample was done at the headquarters on the managers sampled and their test analyzed before a full data collection
exercise will be done. This was to enable the researcher fine tune any areas that are not clear to enable valid data collection for the analysis.

3.6.2 Validity

Reliability is the consistency of a set of measurement items (Hair et al. 2000). The researcher used the commonly used internal consistency measure called Cronbach’s Alpha ($\alpha$) which is generated by the data analysis software SPSS. It indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). The reliability test of 0.7 is recommended for any researchable study.

3.7 Data Analysis

Collected data will be chronologically arranged with respect to the questionnaire outline to ensure that the correct code will be entered for the correct variable cleaned and tabulated. The tabulated data will be analyzed using descriptive and regression analysis with the aid of Statistical Package for Social Sciences (SPSS 21.0). Multiple regression statistics was used to establish the relationship between organisational behaviour and performance among based on the regression model shown here below

The model for the study was specified as follows;

$$ P = \alpha_0 + \beta_1 M + \beta_2 Js + \beta_3 L + \beta_4 Gt + \epsilon_i $$

Where;

$ P $ = Organizational Performance

$ \alpha_0 $ = intercept coefficient

$ M $ = Employee motivation

$ Js $ = Job satisfaction
L – Organizational Leadership

Gt – Group and Teamwork

εi – error term (extraneous variables)

β₁, β₂, β₃ and β₄ = regression coefficients

3.8 Ethical Considerations

Informed consent was obtained from all those participating in the study. Those not willing to participate in the study were under no obligation to do so. Respondents’ names were indicated anywhere in the data collection tools for confidentiality and information gathered was only used for the purposes of this academic study. The necessary research authorities were consulted and permission granted.
CHAPTER FOUR
DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

In this chapter, the researcher presents the findings of the analysis of the research data that was gathered exclusively using structured questionnaires. The researcher analyzed the collected data using SPSS software through descriptive and inferential statistics.

4.1.1 Response Rate

The researcher targeted 260 employees of Nairobi Bottlers. However, out the 260 questionnaires that were issued out to these respondents by the researcher, 190 of them were dully filled and returned to the researcher. This gave a response rate of 73%. The response rate concurred with Babbie (2004) who asserted that return rates of above 50% are acceptable to analyze and publish, 60% is good and 70% is very good and above 80% is excellent.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>190</td>
<td>73</td>
</tr>
<tr>
<td>Non Response</td>
<td>70</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>260</td>
<td>100</td>
</tr>
</tbody>
</table>

4.1.2 Validity and Reliability Test

In order to determine the validity and reliability of the research instruments, a pilot testing was conducted and a Cronbach’s alpha, was used as a benchmark. Orodho, (2004), recommends an r of at least 0.7 or above for reliable data. The findings are indicated in Table 4.2 below.
Table 4.2: Validity and Reliability Test

<table>
<thead>
<tr>
<th>Validity and Reliability Test</th>
<th>No. Of Items</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Leadership</td>
<td>7</td>
<td>0.723</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>6</td>
<td>0.717</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>5</td>
<td>0.720</td>
</tr>
<tr>
<td>Group Team Work</td>
<td>6</td>
<td>0.715</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>6</td>
<td>0.733</td>
</tr>
</tbody>
</table>

Table 4.2 above indicates the extent to which organizational behaviour influences performance with a special reference to Nairobi Bottlers Limited, a soft drink manufacturing company in Kenya. From the findings, organizational leadership had a Cronbach’s alpha coefficient of 0.723, employee motivation had 0.717, job satisfaction had 0.720, group team work had 0.715 and organizational performance had 0.733. It is therefore clear that all the coefficients were more than 0.7 and therefore the scales used were highly reliable.

4.2 Demographic Information

The general information about the respondents who took part in the study are indicated in subsequent sections.

4.2.1 Age of the Respondents

The age of the respondents is indicated in Table 4.3 below.

Table 4.3: Age of the Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-24 Years</td>
<td>3</td>
<td>1.6</td>
</tr>
<tr>
<td>25-29 Years</td>
<td>36</td>
<td>18.9</td>
</tr>
<tr>
<td>30-34 Years</td>
<td>38</td>
<td>20.0</td>
</tr>
<tr>
<td>35-39 Years</td>
<td>37</td>
<td>19.5</td>
</tr>
<tr>
<td>40-44 Years</td>
<td>39</td>
<td>20.5</td>
</tr>
<tr>
<td>Above 45 Years</td>
<td>37</td>
<td>19.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
From the findings, 1.6% of the respondents were aged 20-24 years, 18.9% had 25-29 years, 20% had 30-34 years, 19.5% had 35-39 years, 20.5% had 40-44 years and 19.5 had over 45 years of age.

4.2.2 Gender of the Respondents

The study sought to establish the gender of the respondents and the findings are indicated in Figure 4.1.

![Figure 4.1: Gender of the Respondents](image)

From the findings, 59% of the respondents were females while 41% were males. This indicates that the study was representative of all gender.

4.2.3 Educational Level of the Respondents

The study sought to examine the level of education of the respondents and the findings are indicated in Figure 4.2 below.
From the Figure 4.2 above, 1.6% of the respondents had secondary school education, 39.5% had diplomas, 39.5 had degrees and 19.5% had post graduates. This indicates that the respondents of the study were literate enough and therefore they had knowledge of how to effectively handle the questionnaires.

4.2.4 Marital Status of the Respondents

The study sought to examine the marital status of the respondents and the findings are indicated in Table 4.4

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>41</td>
<td>21.6</td>
</tr>
<tr>
<td>Married</td>
<td>112</td>
<td>58.9</td>
</tr>
<tr>
<td>Others</td>
<td>37</td>
<td>19.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings, 21.6% of the respondents were single, 58.9% were married and 19.5% had other marital status. This indicates that most of the respondents were responsible enough.
4.2.5 Current Job Position of the Respondents

The study sought to examine the current position of the respondents and the findings are indicated in Table 4.5.

<table>
<thead>
<tr>
<th>Current Job Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>36</td>
<td>18.9</td>
</tr>
<tr>
<td>Technician</td>
<td>39</td>
<td>20.5</td>
</tr>
<tr>
<td>Executive</td>
<td>38</td>
<td>20.0</td>
</tr>
<tr>
<td>Senior Executive</td>
<td>37</td>
<td>19.5</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>40</td>
<td>21.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings, 18.9% of the respondents held administrative positions, 20.5% held technical positions, 20% held executive positions, 19.5% held senior executive positions and 21.1% held senior managerial positions. It is therefore clear that the study engaged respondents from all the positions and levels with the organizational establishment.

4.2.6 Level of the Job

The study sought to evaluate the level of the respondents and the findings are indicated in Table 4.6.

<table>
<thead>
<tr>
<th>Level of the Job</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>75</td>
<td>39.5</td>
</tr>
<tr>
<td>Supervisory Level</td>
<td>75</td>
<td>39.5</td>
</tr>
<tr>
<td>Managerial Level</td>
<td>40</td>
<td>21.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings, 39.5% of the respondents were at entry level, 39.5% were at supervisory level and 21.1% were at managerial level.
4.2.7 Years of Service

The period in years that respondents had worked with the organization is indicated in Table 4.7.

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>3</td>
<td>1.6</td>
</tr>
<tr>
<td>2-5 years</td>
<td>36</td>
<td>18.9</td>
</tr>
<tr>
<td>6-10 years</td>
<td>77</td>
<td>40.5</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>74</td>
<td>38.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings, 1.6% of the respondents had worked for less than 2 years, 18.9% for 2-5 years, 40.5% for 6-10 years and 38.9% for above 10 years. This indicates that majority of the respondents had worked in their organization for a relatively longer period of time and therefore they were more knowledgeable and informed.

4.3 Organizational Leadership

Several statements describing the general perceptions of the respondents towards the leadership nature in their current organizations were carefully identified by the researcher. The respondents were then allowed to indicate the extent of their agreement with each of these statement using a Likert scale of 1-5 where 1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.
<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the way my organization provides me with feedback</td>
<td>3.02</td>
<td>.633</td>
</tr>
<tr>
<td>The feedback I receive on how I do my job is highly relevant</td>
<td>3.02</td>
<td>.902</td>
</tr>
<tr>
<td>My organization is good at providing recognition for good performance</td>
<td>3.17</td>
<td>1.17</td>
</tr>
<tr>
<td>The feedback I receive agrees with what I have actually achieved</td>
<td>4.36</td>
<td>.816</td>
</tr>
<tr>
<td>I think that my organization attempts to conduct performance appraisal the best possible way</td>
<td>4.11</td>
<td>.829</td>
</tr>
<tr>
<td>My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance</td>
<td>3.39</td>
<td>.794</td>
</tr>
<tr>
<td>Performance appraisal is valuable to me as well as to my organization</td>
<td>3.97</td>
<td>.682</td>
</tr>
</tbody>
</table>

From the findings of the study, respondents being satisfied with the way their organization provides them with feedback had a mean of 3.02 with standard deviation of 0.633; the feedback respondents receive on how they do their job is highly relevant had mean of 3.02 with standard deviation of 0.902; the organization is good at providing recognition for good performance had a mean of 3.17 with standard deviation of 1.17.

The feedback that respondents gave agreed with what they have actually achieved, the mean was 4.36 with standard deviation of 0.816; respondents thinking that their organization attempts to conduct performance appraisal the best possible way, the mean was 4.11 with standard deviation of 0.829; the organization seems more engaged in providing positive feedback for good performance than criticizing poor performance had a mean of 3.39 with standard deviation of 0.794 and performance appraisal is valuable to
respondents as well as to their organization had a mean of 3.97 with standard deviation of 0.682.

### 4.4 Employee Motivation

A number of statements that describe employee motivation were carefully identified by the researcher. The respondents were then requested to indicate the extent of their agreement with each of these statements using a Likert scale of 1-5 where 1= strongly disagree, 2= disagree, 3 neutral, 4 agree and 5 strongly agree.

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The tasks that I do at work are enjoyable</td>
<td>3.78</td>
<td>.408</td>
</tr>
<tr>
<td>My job is so interesting that it is a motivation in itself</td>
<td>3.22</td>
<td>1.15</td>
</tr>
<tr>
<td>The tasks that I do at work are themselves representing a driving power in my job</td>
<td>3.36</td>
<td>1.02</td>
</tr>
<tr>
<td>My job is meaningful</td>
<td>4.03</td>
<td>1.09</td>
</tr>
<tr>
<td>I feel lucky being paid for a job I like this much</td>
<td>3.81</td>
<td>.750</td>
</tr>
<tr>
<td>The job is like a hobby to me</td>
<td>3.00</td>
<td>1.40</td>
</tr>
</tbody>
</table>

From the findings of the study, the tasks that respondents do at work are enjoyable had a mean of 3.78 with standard deviation of 0.408, the job is so interesting that it is a motivation in itself had mean of 3.22 with standard deviation of 1.15; the tasks that respondents do at work are themselves representing a driving power in my job had a mean of 3.36 with standard deviation of 1.02.

According to Koontz and Weihrich (1990), a job may be enriched in a variety of ways; by giving workers more freedom in deciding about such things as work methods, sequence, and pace or the acceptance or rejection of materials; giving workers a feeling of personal responsibility for their tasks; taking steps to make sure that workers can see how their tasks contribute to a finished product and the welfare of an enterprise; involving workers in the analysis and change of physical aspects of their work environment, such as layout of the office or plant temperature, lightening and cleanliness.
In respect to whether the job is meaningful, the mean was 4.03 with standard deviation of 1.09; respondents feeling lucky being paid for a job they like this much had a mean of 3.81 with standard deviation of 0.750 and the job is like a hobby to respondents had a mean of 3.00 with standard deviation of 1.40.

4.5 Job Satisfaction

Several statements that describe job satisfaction were carefully identified by the researcher. The respondents were then requested to indicate the extent of their agreement with each of these statement using a Likert scale of 1-5 where 1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

Table 4.10: Job Satisfaction

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>I will probably look for a new job in the next year</td>
<td>3.40</td>
<td>1.03</td>
</tr>
<tr>
<td>I may quit my present job next year</td>
<td>3.22</td>
<td>.744</td>
</tr>
<tr>
<td>I will likely actively look for a new job within the next three years</td>
<td>4.19</td>
<td>.755</td>
</tr>
<tr>
<td>I often think about quitting my present job</td>
<td>3.80</td>
<td>.969</td>
</tr>
<tr>
<td>I do not see much prospects for the future in this organization</td>
<td>4.01</td>
<td>.634</td>
</tr>
</tbody>
</table>

On whether respondents will probably look for a new job in the next year; the mean was 3.40 with standard deviation of 1.03; respondents may quit their present job next year had a mean of 3.22 with standard deviation of 0.744 and respondents will likely actively look for a new job within the next three years had a mean of 4.19 with standard deviation of 0.755.

With regard to whether respondents often think about quitting their present job, the mean was 3.80 with standard deviation of 0.969 and on whether respondents do not see much prospects for the future in this organization had a mean of 4.01 with standard deviation of 0.634. The finding is in line with (Saan, 2004) who held that it is the general
understanding that job satisfaction is an attitude towards job and organizational performance depends on staff satisfaction. Persons having high level of job satisfaction hold positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job and even about the organization.

### 4.6 Group and Team work

The researcher identified several statements that describe group and team work and respondents of the study were requested to indicate the extent of their agreement with each of the statement using a Likert scale of 1-5 where 1 is strongly disagrees, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don’t feel emotionally attached to this organization</td>
<td>3.82</td>
<td>.760</td>
</tr>
<tr>
<td>I do not feel a strong sense of belonging to my organization</td>
<td>4.00</td>
<td>1.26</td>
</tr>
<tr>
<td>This organization has a great deal of personal meaning for me</td>
<td>3.82</td>
<td>.423</td>
</tr>
<tr>
<td>I really feel as if this organization’s problems are my own</td>
<td>3.18</td>
<td>1.16</td>
</tr>
<tr>
<td>I do not feel like “part of the family” at my organization</td>
<td>4.20</td>
<td>.750</td>
</tr>
<tr>
<td>I enjoy discussing my organization with people outside it</td>
<td>4.21</td>
<td>.740</td>
</tr>
</tbody>
</table>

From the findings, on whether respondents feel emotionally attached to the organization, the mean was 3.82 with standard deviation of 0.760; respondents feeling a strong sense of belonging to their organization had a mean of 4.00 with standard deviation of 1.26; the organization having a great deal of personal meaning for respondents had a mean of 3.82 with standard deviation of 0.423; respondents feeling as if the organization’s problems are their own had a mean of 3.18 with standard deviation of 1.16.

On respondents feeling like “part of the family” at their organization had a mean of 4.20 with standard deviation of 0.750 and the respondents enjoying the discussion of their organization with people outside it had a mean of 4.21 with standard deviation of 0.740.
4.7 Organizational Performance

The study sought to determine how organizational behavior affects performance of Nairobi Bottlers Ltd. The findings are indicated in subsequent sections.

4.7.1 Respondents’ Description of Performance

Respondents were requested to indicate how they would describe the performance of their firm in the last three years.

Table 4.12: Respondents’ Description of Performance

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>75</td>
<td>39.5</td>
</tr>
<tr>
<td>Good</td>
<td>78</td>
<td>41.1</td>
</tr>
<tr>
<td>Very Good</td>
<td>37</td>
<td>19.5</td>
</tr>
<tr>
<td>Total</td>
<td>190</td>
<td>100</td>
</tr>
</tbody>
</table>

From the findings in Table above, 39.5% of the respondents indicated that performance of their firm in the last three years has been average, 41.1% indicated well and 19.5% indicated very well.

4.7.2 Extent of Respondents’ Agreement on Performance and OB

Respondents were further requested to indicate the extent of their agreement on how performance is influenced by organizational behavior.
Table 4.13: Extent of Respondents’ Agreement on Performance and OB

<table>
<thead>
<tr>
<th>Description</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither agree nor disagree</td>
<td>73</td>
<td>38.4</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>79</td>
<td>41.6</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>38</td>
<td>20.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the responses of the study, it was established that 38.4% of the respondents were not sure whether organizational behavior affects performance, 41.6% somewhat agreed and 20% strongly agreed.

4.7.3 Organizational behavior patterns and Performance

The respondents of the study were requested to indicate the extent of their agreement on the statements of organizational behaviour patterns and how they influence performance. A Likert scale of 1-5 where 1= strongly disagree, 2=disagree, 3 neutral, 4 agree and 5 strongly agree was used.

Table 4.14: Organizational behavior patterns and Performance

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational leadership</td>
<td>3.21</td>
<td>.740</td>
</tr>
<tr>
<td>Employee motivation</td>
<td>4.01</td>
<td>.642</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>3.79</td>
<td>.978</td>
</tr>
<tr>
<td>Group and team work</td>
<td>4.42</td>
<td>.495</td>
</tr>
</tbody>
</table>

On organizational leadership, the mean was 3.21 with standard deviation of 0.740; employee motivation had a mean of 4.01 with standard deviation of 0.642; job satisfaction had a mean of 3.79 with standard deviation of 0.978 and group and team work had a mean of 4.42 with standard deviation of 0.495.
4.8 Regression Analysis

The researcher conducted multiple regression analysis to determine the relationship between organizational behaviour and performance with a special reference to Nairobi Bottlers Limited, a soft drink manufacturing company in Kenya.

Table 4.15: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.811a</td>
<td>.6574</td>
<td>.647</td>
<td>.09984</td>
</tr>
</tbody>
</table>

From the Model summary above, the value of R is 0.811, R square is 0.6574 and adjusted R square is 0.647. With an R square of 0.6574, this indicates that 65.7% of the variation in performance of Nairobi Bottlers Ltd is explained by the four independent variables of the study. An R of 0.811 indicates that there is strong and positive correlation between the variables of the study.

Table 4.16: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>19.629</td>
<td>4</td>
<td>4.90725</td>
<td>88.739</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>10.223</td>
<td>185</td>
<td>.0553</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29.859</strong></td>
<td><strong>189</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the ANOVA Table above, the value of F calculated is 88.739 while F critical as obtained from F tables is 0.0963. The value of F calculated is greater than F critical, (88.739>0.0963) at 0.05 level of significance, this indicates that the overall regression model was significant and therefore a reliable predictor for the study.
Table 4.17: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.393</td>
<td>.319</td>
<td></td>
<td>10.636</td>
</tr>
<tr>
<td>Organizational Leadership</td>
<td>.608</td>
<td>.006</td>
<td>.530</td>
<td>97.314</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>1.796</td>
<td>.010</td>
<td>1.065</td>
<td>185.499</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.645</td>
<td>.007</td>
<td>.447</td>
<td>86.326</td>
</tr>
<tr>
<td>Group and Teamwork</td>
<td>1.100</td>
<td>.006</td>
<td>.925</td>
<td>191.977</td>
</tr>
</tbody>
</table>

From the Table above, the resultant equation therefore becomes:

\[ P = 3.393 + 0.608L + 1.796M + 0.645Js + 1.1Gt + \varepsilon_i \]

Where:

\( P \) = Organizational Performance; \( \alpha_0 \) - intercept coefficient; \( \varepsilon_i \) - error term (extraneous variables); \( L \) – Organizational Leadership; \( M \) – Employee motivation; \( Js \) – Job satisfaction and \( Gt \) – Group and Teamwork.

Therefore, when all the variables of the study were to be held constant, performance of Nairobi Bottlers Ltd would be at 3.393; a unit increase in organizational leadership holding other variables constant would increase performance by 0.608; a unit increase in employee motivation holding other variables constant would increase performance by 1.796, a unit increase in job satisfaction holding other variables constant would increase performance by 0.645 and a unit increase in group and team holding other variables constant would increase performance by 1.10.

At 5% level of significance, the study established that the p values of all the independent variables (organizational leadership, employee motivation, job satisfaction, group and team work) had 0.000, 0.000, 0.000 and 0.000 respectively as p values. Since the p values
are less than 0.05, this indicates that all the independent variables were statistically significant.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings as per the objectives of the study. There is also the conclusion of the study based on the findings. The chapter also contains the conclusion of the study in line with the research findings. The recommendations for further studies serves significant role to future scholars and academicians.

5.2 Summary of the Findings

This section presents a summary of the research findings as per the objectives of the study.

5.2.1 Organizational Leadership

The study established that the feedback that respondents gave agreed with what they have actually achieved, the mean was 4.36 with standard deviation of 0.816; respondents thinking that their organization attempts to conduct performance appraisal the best possible way, the mean was 4.11 with standard deviation of 0.829. Performance appraisal is valuable to respondents as well as to their organization had a mean of 3.97 with standard deviation of 0.682.

5.2.2 Employee Motivation

From the findings of the study, the job is meaningful, the mean was 4.03 with standard deviation of 1.09; respondents feeling lucky being paid for a job they like this much had
a mean of 3.81 with standard deviation of 0.750; the tasks that respondents do at work are enjoyable had a mean of 3.78 with standard deviation of 0.408.

5.2.3 Job Satisfaction

The study established that respondents will likely actively look for a new job within the next three years had a mean of 4.19 with standard deviation of 0.755. On whether respondents do not see much prospects for the future in this organization had a mean of 4.01 with standard deviation of 0.634. With regard to whether respondents often think about quitting my present job, the mean was 3.80 with standard deviation of 0.969.

5.2.4 Group and Team work

The study established that respondents enjoy the discussion of their organization with people outside it had a mean of 4.21 with standard deviation of 0.740. Respondents feel like “part of the family” at their organization had a mean of 4.20 with standard deviation of 0.750. Respondents feel a strong sense of belonging to their organization had a mean of 4.00 with standard deviation of 1.26.

5.2.5 Organizational Performance

The study established that group and team work had a mean of 4.42 with standard deviation of 0.495. Employee motivation had a mean of 4.01 with standard deviation of 0.642. The job satisfaction had a mean of 3.79 with standard deviation of 0.978.

From regression analysis findings, it was established that at 5% level of significance, the study established that the p values of all the independent variables (organizational leadership, employee motivation, job satisfaction, group and team work) had 0.000, 0.000, 0.000 and 0.000 respectively as p values. Since the p values are less than 0.05, this
indicates that all the independent variables were statistically significant.

5.3 Conclusion
Organizational leadership significantly influences performance. The feedback that respondents gave agreed with what they have actually achieved and respondents think that their organization attempts to conduct performance appraisal the best possible way,

Employee motivation significantly affects performance of a firm. The job is meaningful. Respondents feel lucky being paid for a job they like this much

Job satisfaction has significant effect on performance of a firm. Respondents will likely actively look for a new job within the next three years. Respondents do not see many prospects for the future in this organization.

Group and team-work significantly affects performance of an organization. Respondents enjoy the discussion of their organization with people outside it. Respondents feel like “part of the family” at their organization.

5.4 Recommendations of the Study
The management team of Nairobi Bottlers and other companies in Kenya should strengthen their leadership styles so as to motivate employees. There is need to conduct performance appraisal on a regular basis Nairobi Bottlers Ltd and other companies operating in Kenya.

The human resource department of Nairobi Bottlers and all companies generally in Kenya should ensure that jobs are meaningful to their employees through job rotations
and job enrichments.

There is need for organizations to provide incentives that enhance job satisfaction of their employees. Companies in Kenya should encourage their employees to hold discussions about the organization with people outside.

5.5 Suggestions for Further Studies

The current study was carried out using primary data that was gathered by the use of structured questionnaires; it is therefore important that future studies be carried out using both secondary and primary data. The current study investigated the effect of Organizational leadership; Employee motivation; job satisfaction and group team work on performance and from regression analysis, R square was 65.7% indicating that there are other variables that affect performance and therefore future studies should be done to establish these factors. There is also need to conduct a similar study in the public and private sector in Kenya.
REFERENCES


Harris, M. (2010). *You can be happy at work...*Sunday Times (Career section): July 11. PG 1 [Accessed: 11/06/10]


APPENDICES

APPENDIX 1: LETTER TO RESPONDENTS

Dear Sir/Madam

I am a student at Kenyatta University pursuing a Master Degree in Business Administration, specializing in Strategic Management. As part of the requirement for the award of the degree, I am required to carry out a research on Organizational Behaviour and Performance in Kenya; A Case of Nairobi Bottlers Limited.

Kindly help me complete the research by filling the attached questionnaire. Data obtained herein will be entirely used for academic purposes and your responses will be strictly confidential.

Thank you.

Josephat K. Kilungu
APPENDIX II: QUESTIONNAIRE

A STUDY ON ORGANIZATIONAL BEHAVIOUR AND PERFORMANCE IN KENYA; A CASE OF NAIROBI BOTTLERS LIMITED

The answers provided for this questionnaire will solely be used for academic purposes and they will be treated with the highest level of confidentiality.

Section A: Demographic Information

Please Tick “X” in the box that best describes yourself:

1. Age

20-24 years □ 25-29 years □ 30-34 years □ 35-39 years □
40-44 years □ 45 years and above □

2. Gender

Female □ Male □

3. Educational Level

Secondary □ Diploma □ Degree □ Post-graduate □

4. Marital Status

Single □ Married □ Others □

5. Current Job Position

Administrative/Clerical □ Assistant Manager □
Technician □ Manager □
Executive □ Senior Manager □
Senior Executive □ Others (please specify) □

6. Please state your level or job group.................................................................

7. How many years have you worked for current employer?

Less than 2 years □ 2-5 years □
6-10 years ☐ More than 10 years ☐

**Section B: Organizational Leadership**

The following set of statements describes your general perceptions towards the leadership nature in your current organization. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please Tick “X” on one answer. There’s no right or wrong answers.

<table>
<thead>
<tr>
<th>Description</th>
<th>Strongly Disagree 1</th>
<th>Disagree 2</th>
<th>Neutral 3</th>
<th>Agree 4</th>
<th>Strongly Agree 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the way my organization provides me with feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The feedback I receive on how I do my job is highly relevant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization is good at providing recognition for good performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The feedback I receive agrees with what I have actually achieved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I think that my organization attempts to conduct performance appraisal the best possible way</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance appraisal is valuable to me as well as to my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Section C: Employee Motivation**

The following set of statements describes your feelings towards your current job regarding motivation. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please Tick on one answer. There’s no right or wrong answers.
<table>
<thead>
<tr>
<th>Description</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The tasks that I do at work are enjoyable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My job is so interesting that it is a motivation in itself</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The tasks that I do at work are themselves representing a driving power in my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My job is meaningful</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel lucky being paid for a job I like this much</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The job is like a hobby to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Section D: Job Satisfaction**

The following set of statements describes your career plans and job satisfaction in the near future. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please Tick on one answer. There’s no right or wrong answers.

<table>
<thead>
<tr>
<th>Description</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I will probably look for a new job in the next year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I may quit my present job next year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I will likely actively look for a new job within the next three years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I often think about quitting my present job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not see much prospects for the future in this organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section E: Group and Team work on D

The following set of statements describes your ability to perform your job in your organization. For each statement, please indicate to which extent you feel it is agreeable or disagreeable.

<table>
<thead>
<tr>
<th>Description</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don’t feel emotionally attached to this organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not feel a strong sense of belonging to my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This organization has a great deal of personal meaning for me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I really feel as if this organization’s problems are my own</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not feel like “part of the family” at my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I enjoy discussing my organization with people outside it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section F: Performance

1. How would you describe the performance of your firm in the last three years?
   
   Very bad [ ]
   Bad [ ]
   Average [ ]
   Good [ ]
   Very good [ ]

2. To what extent do you agree or disagree that the performance is influenced by, organizational behaviour?
   
   Strongly agree [ ]
   Somewhat agree [ ]
   Neither agree nor disagree [ ]
3. To what extent do you think the following organizational behaviour patterns influences performance of NBL?

<table>
<thead>
<tr>
<th>Organizational Behaviour Patterns</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational leadership</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
</tr>
<tr>
<td>Employee motivation</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
</tr>
<tr>
<td>Group and team work</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
</tr>
</tbody>
</table>

Thank you very much for your assistance in completing this questionnaire.
## APPENDIX III: TIME PLAN

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Formulation of the proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparation, drafting and consultation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Editing of the proposal and approval by the supervisor defending, and corrections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection and sampling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation of findings, writing the final report and submitting research report to the supervisor for marking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX IV: BUDGET

<table>
<thead>
<tr>
<th>NO</th>
<th>ITEMS</th>
<th>COST (KSHS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Stationery (6 Reams Printing Paper)</td>
<td>3,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Travelling</td>
<td>10,000.00</td>
</tr>
<tr>
<td>3</td>
<td>Typing &amp; Printing</td>
<td>10,000.00</td>
</tr>
<tr>
<td>4</td>
<td>Photocopying &amp; Binding</td>
<td>10,000.00</td>
</tr>
<tr>
<td>5</td>
<td>Analysis</td>
<td>20,000.00</td>
</tr>
<tr>
<td>6</td>
<td>Sub – Total</td>
<td>53,000.00</td>
</tr>
<tr>
<td>7</td>
<td>Miscellaneous (10%)</td>
<td>5300</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>58,300</strong></td>
</tr>
</tbody>
</table>
APPENDIX V: RESEARCH AUTHORIZATION LETTER

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Ref. No. NACOSTI/P/17/22576/16868

Date: 19th June, 2017

Josephat Kiio Kilungu
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Organizational behaviour and performance in Kenya; a case of Nairobi Bottlers Limited,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 19th June, 2018.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

On completion of the research, you are expected to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.
APPENDIX VI: NACOSTI RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MR. JOSEPHAT KIIO KILUNGU
of KENYATTA UNIVERSITY, 18034-500 Nairobi, has been permitted to conduct research in Nairobi County on the topic: ORGANIZATIONAL BEHAVIOUR AND PERFORMANCE IN KENYA: A CASE OF NAIROBI BOTTLERS LIMITED

for the period ending: 19th June, 2018

Permit No: NACOSTI/P/17/22576/16868
Date Of Issue: 19th June, 2017
Fee Received: Ksh 1000

Applicant’s Signature

Director General
National Commission for Science, Technology & Innovation

CONDITIONS
1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filing and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two (2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.

Republic of Kenya
National Commission for Science, Technology and Innovation

Research Clearance Permit
Serial No. 14458

CONDITIONS: