ASSESSMENT OF EMPLOYEE BEHAVIOR ON ORGANIZATIONAL PERFORMANCE: A CASE OF NAKURU SAFARICOM CUSTOMER CARE CENTRE NAKURU COUNTY, KENYA

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DECLARATION

I, the undersigned, declare that this research project is my original work and has not been submitted to this or any other University for the award of degree

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This research project has been submitted for examination with our approval as the University supervisors

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DEDICATION

This work is dedicated to my parents for the support they have given me throughout my studies. I equally dedicate this work to my siblings for the support they have accorded me. I pray that they soar high in their academic endeavors.

ACKNOWLEDGEMENT

I would like to convey my sincere gratitude to my supervisor, Dr. Abel Anyieni for his valuable suggestions and feedback throughout the development of this research proposal. It would not have been possible to complete this study without his support.

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ABREVIATION AND ACRONYMS

HR   Human Resource

RDT   the Resource Dependence Theory

SPSS   Statistical package for Social Scientist

TQM   Total Quality Management

OPERATIONAL DEFINITION OF TERMS

Cost Benefit Analysis- Is a systematic approach to estimating the strengths and weaknesses of alternatives that satisfy transactions, activities or functional requirements for a business.

Customer Care Centre- A call centre that takes care of customers need by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met.

Employee Behavior- Refers to the way in which employee's respond to specific circumstances or situations in the workplace.

Hawthorne- A type of reactivity in which individuals modify or improve an aspect of their behavior in response to their awareness of being observed.

Organization performance- Analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance

Work Environment-The surrounding conditions in which an employee operates.

ABSTRACT

Sensible employee behavior translates to a healthy work culture, a motivated and engaged work force which translates to productivity and efficiency. Employees can at times exhibit patterns of behavior that might be considered as toxic behavior. How employee behavior in a service company is very important as it can determine whether organizations will meet their goals, this is because customers are the most important component in this industry. The human resource and administrative unit of Safaricom customer Centre in Nakuru are based in Nairobi and this might influence on how employees behave. The study therefore sought to assess employee behavior on organizational performance. It was guided by three objectives: To determine how employee communication has an influence on organization performance at Nakuru Safaricom customer care center. To assess the influence of organization culture on organization performance at Nakuru Safaricom customer care center and lastly to establish how leadership of management influences organizational performance at Nakuru Safaricom customer care center. The study was carried out in Nakuru with a target population of 50 employees. A census study was employed and descriptive research design used. Questionnaires were used as the data collection instruments and analysis entailed use of statistical package for social scientist (SPSS). Descriptive statistics entailed use of frequencies, percentages and descriptive summaries while inferential statistics entailed use of multiple regression analysis to predict the value of the variables. The study established that organizational communication is given priority at Safaricoms customer center. This is depicted through the periodic meetings held. Further trainings were availed and decisions made were based on consultations. It was concluded that communication was relatively effective in the organization and it had a significant relationship with organizational performance. There was a strong internalization of organizational culture through the set norms of the organization. The employees had a strong belief in the culture of the organization since it was customer focused. The study concluded that there was a significant statistical relationship between organizational culture and performance. There was effective leadership skills at safaricom customer care Centre in Nakuru. It was concluded that leadership at the Centre is very effective and further, there was a statistically significant relationship between leadership of organization and performance. It was recommended that Safaricom needs to incorporate training on change management to employees of safaricom customer care. The chain of command in the Centre needs to be made flexible so that information flow from the junior employees to the managers is well managed and is not derailed through the set layers of hierarchy. The employees should be allowed to use their own judgement when getting the job done. This would increase innovation and ideas that could further help to improve employee communication. Lastly on management leadership, there was need for managers to increase on their consultation with employees to be able to get feedback on the organization. The study could be significant as it would generate views and ideas that could be used by the companies to come up with policies to strengthen performance of employees as an effective tool to measure organization performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A healthy work culture is maintained in organizations through sensible behavior from employees (Adler & Gundersen, 2007). Work environment brings about different individuals who are required to work together towards a common goal. For this reason employees are required to adhere to work place rules and regulations. How employees react to certain situations at the workplace is looked at as employee behavior. Hanna et al (2004) perceives employee behavior as sequences off actions carried out by employees within an organization. There are different elements that determine how employees behave at the work place. Schein (2010) however notes that employee behavior is mostly shaped by their own culture and the culture of the organization they work for. These two cultures comes into play between employee communication and communication with management. Additionally, Adler and Gundersen, (2007) view that employee ethics and their ethical responsibility is affected their belief.

The major goal of organizations is to deliver quality in whatever venture they undertake. Internal and external forces usually influences employee behavior while performing their duties. Leveraging some of this forces by employers can result to positive impact on the employee behavior. Need (2006) is of the view that the forces that influences employee behavior include: work environment, technology and demands from customers. These three forces according to Bock, et al (2005) can have either positive or negative impacts on the behavior of employees.

Employers have expectations towards their employees thus this expectations determine how employees behave and further translates to the performance of the organization. Organization performance can be looked at in many ways and at times this makes it hard to define what exactly the term connotes. This term has seen an improvement over time. Lebans and Euske (2006) give a chronology how the term has been constructed over the years. In the 50's organization performance was concerned with work, people and organizational structure thus was viewed as a social system that could fulfil its objectives. 1960's and 70's saw this change to the organizations ability to exploit its environment for accessing and using limited resources.

Managers begun to understand in 1980's and 90's that an organization can only be considered to be performing if it uses minimum resources to accomplish its goals. Organizations were being looked at by their ability to make profits. Richard et al (2009) view that organization performance comprises of the actual output measured against the intended input. This encompasses three specific area of outcomes: financial performance, product market performance and shareholder return.

Employee behaviour and organization performance are both influenced by internal and external factors (Gavrea, Ilies & Stegerean, 2011). Organizations can be referred to as high performance when all its units/ functions work together to achieve great results. The result is usually measured by looking at the value delivered to its customers. Some of the functions according to Rahman and Bullock (2005) that are considered for organizations to be high performing include: strategic objectives, business performance measures, allocation of resources and processes, values, cultures and guiding principles and finally rewarding structures. Yusuf, Gunasekaran and Dan (2007) notes that these parts are interrelated and changing one will have an impact on the others.

Human behavior according to Mathur and Gupta (2012) is of paramount importance. Employees who are effective at their work place have proved overtime that the quality of work in an organization has an impact on the success of an organization. Internal and external factors govern human behavior (Kattara, Weheba & El-Said, 2008). Organizations normally constitutes internal factors while external factors can be classified to fall under personal and individual specific parameters. Lebans and Euske (2006) argues that while internal factors can be controlled and managed, a challenge might be posed by the personal external environment which mostly is usually beyond the abilities of the organization. A perfect balance thus needs to be made between the two. Personal issues might be dragged in the work place that would lead to negative performance in organizations.

Most researchers in the area of management have shown an interest in studying organization performance as it is essential to the survival and success of modern businesses (Richard, Devinney, Yip & Johnson, 2009). Components of management such as Marketing, operations, human resources (HR), and strategy are all ultimately judged by their contribution to organizational performance. Few studies have used a consistent definition of organization

performance with elements to measure performance ranging from financial ratios, measures of successful outcomes and other relative performance measures (Kirby, 2005).

With the dominance of organizational performance in strategic management, it does not go without being challenged as it is a type of effectiveness indicator with both advantages and disadvantages that need to be understood (Richard et al., 2009). It is upon this backdrop that the study sought to assess employee behavior on organization performance at Nakuru Safaricom customer care center. The variables for the study concentrated on employee communication, organization's culture and leadership of management and how they influence organizational performance at safaricom's customer care in Nakuru.

1.2 Statement of the Problem

A motivated and engaged workforce translates to productivity and efficiency. The challenge has always been in creating a workplace environment that can foster right attitude and achievement of stated goals by employees. Employees can exhibit patterns of behavior that might be considered as toxic (Robbins, 2001). These behaviors have seen organizations try to come up with a culture that can shape how different employees behave at their work place. Employee behavior might be classified as either negative or positive. Positive behavior are the constructive actions of employees on behalf of the organization, employees and customers while negative behavior is considered as one that destroys productivity of work environment. Kattara, et al, (2008) believes that negative behavior is epidemic and spreads faster. Further, King (2004) asserts that negative employee behavior has ruined many businesses as well as cost employees a lot of money. Consequently it drives away customers, damage employees' morality and increase their turnover rates, cascades to poor customer treatment presenting the organization negatively to the public. According to Furnham and Taylor (2011) negative employee behavior at work place leads to perceptions that people are not good at their jobs, and therefore leading to an avoidance of these individuals, in fear of being held responsible for their mistakes. This affects the working relationship with the team members, and ultimately, the effectiveness and efficiency of the organization management practices.

Employee behaviour is important in a service company as it connect the Organization with its customers. It is further a critical factor in developing effective working relationships with customers (Salanova, Agut, & Peiró, 2005). Safaricom Customer Care Centre in Nakuru serves a

large number of customers, however its human resource and administrative units are based in Nairobi which implies monitoring of the employees behaviour is not done as envisaged. This creates a big gap as organisational performance basing on how its employees behave cannot be pinned. Without a close monitoring unit for employee behaviour, anomalies might occur which might affect the whole organisation performance.

Chen (2006) points out that research is lacking in examining employee satisfaction with communication process. Employee behavior mostly is explained by employee communication, this is the human activity that links people together and creates relationships. They thus try to examine the relationship between organizational communication and workers performance. Consult (2013) further concentrates on the impact of employee behavior on organizational performance, he however narrows its focus on organizational culture and the challenges embedding the desired organizational culture. While Casio (2006) concentrates on the economic impact of employee behaviors on organizational performance. He however pays attention only to some areas where employee behavior has meaningful financial impact on the organization. This study therefore tried to establish whether location of Human Resource and Administration units in Safaricom limited away from the customer centres impacts on employee behaviour. Basing on this, the study aimed to assess how employee behavior influences on organization performance.

1.3 Objectives of the Study

The study was guided by both general and specific objectives

1.3.1 General Objectives

To assess employee behavior on organizational performance at Nakuru Safaricom customer care centre.

1.3.2 Specific Objectives

i. To determine how employee communication has an influence on organization performance at Nakuru Safaricom Customer Care Center.

ii. To assess the influence of organization culture on organization performance at Nakuru Safaricom customer care center.

iii. To establish how leadership of management influences organizational performance at Nakuru Safaricom customer care center

1.4 Research Questions

i.   How does employee communication influence on organization performance at Nakuru Safaricom customer care center?

ii. What is the influence of organizations culture on organizations performance at Nakuru customer care center?

iii. How does management leadership influences on organization performance at Nakuru Customer care Centre?

1.5 Significance of the Study

Large organizations are growing and expanding daily, at times it becomes a challenge to have key functions transferred in satellite Centre's. This study is therefore justified as it informed whether having human resource and administrative functions of Safaricom limited distance from customer care Centre's impact on employee behavior. Further, the study generated views and ideas that would be used by the company to come up with policies to strengthen performance of employees as an effective tool to measure organization performance.

The study also would serve to benefit researchers and scholar in the field of strategic management as they would have a reference point on strategies they can use to improve on employee behavior and organizational performance.

1.6 Scope of the Study

The study was carried out in Nakuru town at the safaricom customer care Centre where its employees were targeted. The study narrowed its focus on employee behavior looking at employee communication, organization culture, leadership styles and organization performance. The study was carried out for a duration of three months.

1.7 Limitation of the Study

Collection of data for use in the study proved to be a limitation. The needed data was obtained from the employees themselves hence some tried to present their best behavior while ignoring what they considered to be their weaknesses which served to dilute the study. This is otherwise known as the hawthorn effect. To overcome this, the research made it known that the purpose of the study was purely academic hence this helped reduce the hawthorn effect of the study.

Secondly, the study being conducted at the customer care Centre impllied that the employees did not get a chance to fill the questionnaire at their work place as the Centre was usually busy with customers most of the time. Giving the employees the questionnaires and reminding them to return at a later would result to lower questionnaire return rate. The researcher mitigated this by following up the employees using telephone contact which enabled all the questionnaire to be returned.

1.8 Organization of the Study

The study was organized in five chapters. Chapter one is the introduction of the study and it had the background, statement of the problem, objectives of the study, research questions, justification, limitation of the study, scope of the study and organization of the study.

The second chapter of the study looked at literature review of the study. A theoretical framework for the study was presented followed by empirical review of the study which was presented according to the variables of the study. A conceptual framework was drawn and summary and research gaps of the study looked at.

The third chapter of the study concentrated on the research methodology which a framework governing how research was conducted. The contents of the chapter were as follows: Research design, empirical model, sampling techniques, data collection instruments and procedures, data analysis and data presentation.

Chapter four presented the findings of the study that were arranged per the objectives of the study. Interpretations and findings followed while the last chapter presented the summary of the study, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review for the study. The literature had been divided into several subsection to help inform the study. A theoretical framework had been presented followed by an empirical review. The independent variable for the study which included: employee communication, organization structure and management leadership have been discussed. A conceptual framework for the study had been drawn and a summary for the literature and gaps for the study were identified.

2.2 Theoretical Framework

The study utilized three theories in trying to understand employee behavior and how it impacts on organizational performance. These theories included: the social exchange theory, resource dependency theory and systems theory.

2.2.1 Social Exchange Theory

This theory explains that social change and stability are processes reached as a result of negotiated exchanges between parties (Cropanzano & Mitchell, 2005). The theory was first founded by George Homans and later enriched by Peter M. Blau and Richard M. Emerson. In this theory, all relationships have a give and take balance although at times the balance might not be equal. The theory is based on three components: cost benefit analysis, comparison level and comparison level of commitment.

The cost benefit analysis is used to calculate the value of a relationship/ human interactions in terms of rewards and costs (Cropanzano & Mitchell, 2005). People will always tend to choose interactions that are more beneficial to them implying the benefits have to outweigh the costs. Comparison levels on the other hand refers to expectations of the human interactions basing on the past experiences.

Putting the theory into context, employee relationship can be explained by social exchange theory. Employees will try and analyze the cost and benefits they get from interacting with employees and also the management. Most employee behavior that can be explained with the

attitudes they hold, their communication, the organization culture and the leadership management styles used upon them can explain how they behave. Employees that feel they gain more benefits tend to put more time and efforts in organizations thus their behavior can be described as positive and vice versa. After analyzing benefits Vis a Vis cost individuals incline their behavior towards the expectations they have had using past experiences. If the experiences were beneficial social exchange takes place. A positive social exchange will imply more interactions coupled with positive employee behavior that can translate to improved organization performance.

2.2.2 Resource Dependency Theory

The Resource Dependence Theory (RDT) underscores how employee behavior in organizations affect the performance organization (Pfeffer & Salancik, 1978). It is founded on the view that environments are the source of rare resources and organizations are dependent on these limited resources for survival. Therefore to create a superior performance an organization ought to develop means to exploit these resources, which are likewise being pursued by competing organizations in the same environment. It also postulates that resources are a source of power for the organizations – organization X's power over organization Y is equal to organization Y's dependence on organization X's resources (Scott, 2003). The theory looks at power relations based on exchange of resources.

This theory further postulates that actors who lack essential resources will seek to establish a relationship that depends on others in order to obtain the needed resources (Hillman, Withers & Collins, 2009). Additionally, Vibert, 2004) adds that organizations attempt to alter their dependence relationships by minimizing their own dependence or by increasing the dependence of other organizations on them.

Initially RDT was formulated to discuss relationships between organisations but its applicability can also be made to relationships within organisations. Employee's behaviour can be termed as positive towards individuals who have resources in the organisation. These resources might be categorised in terms of power, information and influence. Availability of resources influences employee behaviour and vice versa. Further employees might try not to be too dependent by minimising their own dependence and instead have other individuals depend on them. The RTD

theory thus clearly explains employee behaviour and how this behaviour further influences on organisational performance.

2.2.3 Systems Theory

Littlejohn (1983) defines a system as a set of objects or entities that interrelate with one another to form a whole. The systems theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people, finance from their environment and putting back into that environment the products they produce or the services they offer. It suggests that organizations must be studied as a whole taking into consideration the interrelationships among its parts and its relationship with the external environment.

This theory is based on the view that managers should focus on the role played by each part of an organization; rather than dealing separately with the parts (Boulding, 1956). System theory is basically concerned with problems or relationships, of structures, and of inter-dependence, rather than with the constant attributes of object. According to Orr (1998) the systems theory maintains that an organization does not exist in a vacuum. It does not only depend on its environment but it is also part of a larger system such as the society or the economic system to which it belongs. The systems approach is concerned with both interpersonal and group behavioral aspects leading to a system of cooperation (Boulding, 1956).

To contextualize the theory, employees in an organization need to be looked at as one whole. This implies that the decisions made by the employees affects the organization as a whole and further translates into performance. The behavior of employees thus need to be construed in the organizational culture. This will further inform on the communication channels of employs. Looking at employees as one entity will enable team work towards achievement of the organization goal. For organizations to be considered to be highly performing, there is a need for all the functions in the organizations to work in harmony in order to achieve results.

2.3 Empirical Review

The empirical review presented is divided as per the four variables of the study. It looks at scholarly work related to the study area.

2.3.1 Employee Communication and Organizational Performance

Robertson (1994) looks at the relationship between work setting and employee behavior. To him the behavior of organizational members is influenced to a large extent by characteristics of their work settings. There is need for planned organizational change hence this is done while looking at the work setting. He narrows his work only to three work setting features that he believes if implemented well in organizations might lead to improved performance. This include: goals, managerial behavior, and job designs. He established that only goals demonstrate a significant relationship with the frequency of these behaviors. Furthermore, the three work setting variables do not appear to have an interactive effect on behavior. Consistency in behavior is found to be related to the extent to which important dimensions of the work setting variables are congruent with each other.

Wilson (1997) looks at communication in organization as a way of reducing uncertainty while Schalk, Campbell and Freese (1998) looks at change and employee behavior. To them the relationship between perceived change and how it is implemented has a relationship with how employees behave. The parameters of change used in their study include communication, support and participation. The study carried concluded that perceived change in an organization usually influence the attitude and behavior of employees.

Waggoner, Neely and Kennerley (1999) looks at the forces that shape organizational performance measurement systems. Their work adapted a dynamic perspective that differed from ongoing work in the field of measurement of organizational performance. Their work recognizes the evolution of measurement system over an extended period of time unlike the normal belief of simply designing and implementing the system. The authors identify four generic categories of forces that can shape organizational performance measurement systems. These include: internal influences, external influences, process issues and transformational issues. Their work ends with a discussion on how the four categories can be integrated for better performance of organizational performance systems.

Holtzhausen (2002) while conducting a study of organizational communication in organizational behavior established that effective communication improves job satisfaction which further translates to improved employee productivity. While looking at the impact of employee communication and perceived external prestige on organizational identification Smidts, Pruyn

and Van Riel (2001) view that communication climate plays a central role in mediating the impact on organizational identification of the content of communication. Further the impact of employee communication and perceived external prestige on organizational identification differ between organizations. The differences can be attributed to the company's reputation.

There are various ways that organizations can engage in implicit and intentional communication. The behavior of employees is usually determined by the culture, structure, systems and the management practices of the day. Hoogervorst, van der Flier and Koopman (2004) undertakes this study and are of the view that the effect of implicit communication should not be underestimated as it explains employee behavior. They explain the importance of consistent signals while carrying out implicit communication to employees.

Workers can internalize the desirable values regarding the goals and objectives of an organization through free flowing information. Wang (2005) views that reasonable level of expectations enhances better performance as it enhances social exchange between managers and employees. Effective communication between employees and managers further is crucial as expectations are easily managed and the necessary work tools can be accessed due to elaborate job description that enables completion of given tasks.

While trying to look at how commitment and employee behavior is related, Redman and Snape (2005) conducted a study in United Kingdom. Their study concentrates on the nature and consequences of employees' multiple commitments in the workplace. Their study was comparison in nature thus it drew samples from different discipline such as private manufacturing, private services and the public sector. It was established that commitment in an organization is predicted by the attitudes and behavior of employees which are as a result of the expected outcomes they have. Further the study established that the pattern and outcomes of commitment are influenced by the nature of the job and of the work context.

Goris (2007) further indicate that communication improves job performance and poor communication results to low employee commitment to the organization. Cascio (2006) while looking at the economic impact of employee behaviors on organizational performance argues that the behavior of employees has important effect on the operating expenses of an organization in both the private and public sectors. He examines the area in which these behavior impacts on

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financial performance such as wage employee strategy, employee retention, presenteeism, healthcare and attitude. He then presents a strategy that can be used by employers to improve the performance of their organizations through a peoples centered management.

Beatson, Lings and Gudergan (2008) concentrates on the employee behavior and relationship quality and how it impacts on customers. They use three dimensions as a measure to its effects to customers. This include: satisfaction, trust and commitment. According to them, service orientation affects relationship satisfaction and trust, while trust influences satisfaction and commitment. In turn, satisfaction, trust and commitment have a positive impact on positive behavioral intentions. Further, Ada et al (2008) views communication as having an important role in activities that are aimed at gaining organizational objectives.

Kattara, Weheba, and El-Said (2008) work can be differentiated from this study as they concentrate on the impact of employee behavior on customers' service quality perceptions and overall satisfaction. The findings of their study revealed that employees' behaviors are highly correlated to the customers' overall satisfaction. The customer's level of satisfaction in the hotel industry is mostly not influenced by their gender, nationality, purpose of visit, number of visits and length of stay. But rather by the behavior of employees thus the authors give suggestions on the importance of strategic implementation of tools that can be used to motivate their employees towards behaving positively with customers.

Modern management techniques are geared towards raising employee's performance by using the power of communication (Erogluer, 2011). Dasgupta, Suar and Singh (2012) uses the social exchange theory and organizational theory to determine the impact of managerial communication styles on employees' attitudes and behaviors. Both managers' passive, aggressive and assertive styles have been examined. Further the study looks at whether employees' communication satisfaction and their self-esteem influence employees' performance, commitment and absenteeism. The study narrowed itself to conducting a survey where 400 employees from ten manufacturing firms were targeted. The findings of the study revealed that assertive style of communication lends maximum support to employees. Employee satisfaction with how supervisors communicate and their organization self-esteem results a perceived supervisory support. When employees are satisfied with communication in organization, they

form a strong emotional bond with the organization and this reduces on absenteeism by employees.

Mathur and Gupta (2012) looks at outside factors influencing behavior of employees in organizations. They are of the opinion that a large number of factors come into play to determine a pattern of employee behavior in organizations. They look at different factors such as mental attitude, family back ground, values, dietary habits, expectations, spousal support level and health. They conclude by giving the importance of studying, analyzing and understanding the behavior of employees which play a vital role to determine the relative success of organization Vis a Vis competition.

Alfes, Shantz, Truss and Soane (2013) tries to use a moderated mediation model to look at the link between perceived human resource management practices, engagement and employee behavior. To them human resource practices have an influence on how employees are engaged while engagement of employees determines the organization support and he various leader exchanges that happen in an organization. They concluded by suggesting that the organization climate which is set by the relationship between employees and their line managers leads to positive behavioral outcomes that are enacted in organizations as a result of engaging employees.

Asamu (2014) is the opinion that communication is an important component of organizational activities. Organizational needs need to be met through use of low resources as a result of communication. This study thus narrowed its focus on significant relationship between communication and workers performance in selected organizations in Lagos state of Nigeria. The results of the study indicate that there exists a relationship between effective communication and workers' performance, productivity and commitment. To improve on workers commitment and performance, it is recommended that managers communicate with employees regularly.

2.3.2 Organizational Culture and Organizational Performance

The way employees complete tasks and interact in an organization defines an organizational culture. Jo Hatch & Schultz (1997) are of the view that beliefs, values, rituals and symbols govern the operating style of people within a company.

The multidimensional impact of culture on organizational performance in selected textile firms from Lagos, Asaba and Kano in Nigeria has been examined by Aluko (2003). He narrows his study to look at (i) the cultural variables which influence organizational performance, (ii) the nature of the relationship between culture and performance (iii) other determinants of performance and (iv) the ways in which culture interact with other factors to influence organizational performance. The findings of the study indicated that an organizational culture translates to commitment to work by employees, reduces labor turnover and absenteeism, and enhances positive beliefs about work. However, this study further indicate that much as organizational culture is important, there are other factors that can be used in explaining organizational performance. Some of these factors include: the economy, technology and political climate. Conclusions to the study drawn indicated that there was a significantly positive relationship between culture and organizational performance. Further, it is noted that organizational performance is a multi –dimensional phenomenon as it largely depended on the contingencies confronting a particular organization.

An organizations culture serves to bind the work force together and provides direction in an organization. Changing an organizational culture at times comes with its own challenges especially if employees had adapted a given norm (Schein, 2006). Kotter (2008) gives examples of organizational culture such as: highly bureaucratic and well-structured organizations, competitive culture and collaborative culture. He notes that the dominant culture in an organization depends on the environment which individuals operate.

Organizations with strong cooperate culture give a pointer to like mindedness of employees thus an alignment of beliefs and ethical values translates to business objectives. Bonds created over time with employees can help reduce conflict and further help in completion of given tasks. Strong corporate cultures ease communication of roles and responsibilities to all individuals (Schein, 2009). Schein (2010) is of the view that employees would work harder to achieve organizational goals if they consider themselves to be part of the corporate culture. Different cultures operating in one company can also impact employee performance. The recruitment process of organizations should therefore aim to attract and engage incumbents with same beliefs and values that will constitute organizational culture. This will help in assimilating new employees and strengthen cooperate culture. Alignment of organizational culture with performance management system should be a goal of most organizations.

Karim (2010) is of the opinion that studies have concentrated on the relationship between corporate culture and organizational effectiveness. To this effect different models have been used in order to demonstrate this relationship. Karim uses the clarity of Denison model to portray this relationship, testing the relationship on Zain Telecom Limited which is a leading telecommunication company in Jordan. His study concludes that there is a positive and consistent relationship between the corporate culture and organizational effectiveness of Jordan's leading telecommunication company – Zain Telecommunication Limited.

The effect of organizational culture on organizational efficiency has been looked at by Aktaş, Çiçek, and Kıyak (2011). Organizational culture has been looked at as one of the factors that influences organizational efficiency. The relationship between the two is highly influenced by the organizational environment. The 40 top managers from the health sector indicate that the type of organizational culture relates to dimensions of organizational efficiency while the organizational environment plays a moderating role in this relationship.

Shahzad, Luqman Khan & Shabbir (2012) looks at organizational culture and how it impacts on the performance of organizations. The findings of this study reveal that organizational culture has deep impact on the variety of organizations process, employees and its performance. Performance in organizations is increased through values and norms of the organization. To achieve this, a balanced score card can be used to measure organizations milestones and performance. The authors recommend that there is need for more research to better understand the nature and ability of culture in relations to organizations performance. They call upon managers and leaders to develop strong organizational culture.

Management of quantity surveying firms tries to ensure sustainability by checking on the performance strives in an organization. One of the ways to enhance and sustain performance is through having an organizational culture. It is based on this background that Olanipekun, Aje, and Abiola-Falemu (2013) try to establish whether organizational culture has any impact on the performance of quantity surveying firms. Using a survey research design, 126 questionnaires were sent to principal partners, senior and junior quantity surveyors in 42 quantity surveying firms in Lagos out of which 90 questionnaires from 40 quantity surveying firms were analyzed using mean score. The study revealed that organizational culture wields influence on the

performance of quantity surveying firms in the areas of reward, stability, competitiveness and performance orientation. The paper concluded that quantity surveying firms can be more efficient and achieve sustainable performance if they focus their attention on those organizational elements that enhance their performance.

Uddin, Luva, and Hossian (2013) argue that organizations today are dynamic and this poses a challenge to corporate practitioners and policy makers. For organizations to pursue their strategic objective, there is need understand this dynamism. Using a multinational perspective, they examine the impact of organizational culture operating under the telecommunication sector of Bangladesh in South Asia. They conclude that organizational culture significantly influences employee performance and productivity in the dynamic emerging context.

Abdul Rashid, Sambasivan and Johari (2013) Pick from the work of Deshpande and Farley (2004) on corporate cultural types and Allen and Meyer (1991) on organizational commitment to develop a study on the influence of corporate culture and organizational commitment on financial performance in Malaysian companies. Their study indicate that there is a significant correlation between corporate culture and organizational commitment. Both corporate culture type and organizational commitment have an influence on the financial performance of these companies.

Businesses have specific ways of doing things, this are usually norms and procedures developed over time. Wambugu (2014) is of the view that the culture of organizations is adopted over time and this helps in coping with dynamic changes and meet the varying demand of employee expectations and satisfaction which in turn influence the employee's performance.

Wambugu (2014) puts focus on four elements of organizational culture namely; organization values, organization climate, leadership styles and work processes. The study revealed that organizational values has a more significant effect to employee's job performance at Wärtsilä, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organization culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä having more effect to employees performance. Managers thus are called upon to focus on factors that have a significant effect on employee performance if a business growth is to be experienced.

Mousavi, Hosseini and Hassanpour (2015) further opines that many researchers have devoted numerous articles to organizational culture while negating the need to look at culture and performance. They thus try to shed light on the role of organizational culture on performance. Denison organizational culture model was used to achieve the given purpose. The components of the model being; involvement, consistency, adaptation and mission. To test the performance, EFQM model was used with the conceptual model of the research tested using structural equation modeling. The results showed that between the components of organizational culture, just involvement and adaptability affect the performance of banks. The remaining components have indirect effect on the performance.

2.3.3 Leadership of Management and its Influences on Organizational Performance

Two completely different business concepts can be represented by leadership and management. Isaksen (2007) defines leadership as the establishment of a clear vision which is communicated to others and resolving arising conflicts between individuals who are charged with ensuring the objectives of the organization are met. Leadership tone in an organization is developed by having a mission and values that organizations abide in. This leads to creation of acceptance of the behavior of employees. Policies and guidelines set in an organization serve as a score card for employee expectations and this includes their behavior. (Isaksen (2007) is of the view that the three common types of leadership styles exists. These are authoritarian, democratic and laissez-faire. Each type of leadership impacts organizational performance differently. Management on the other hand is the organization and coordination of various economic resources in a business (Amabile, & Khaire, 2008).

Proper behavior from managers and employees is required if the performance of an organization is to be successful. Provision of motivational leadership can lead to transformation of employees. Adams & Adams (2009) is of the view that leaders can help businesses maintain focus on its operations and at the same time help avert internal conflicts in an organization.

Germano (2011) looks at leadership to have a direct cause and effect on the success of organizations. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Successful leaders influence those around them in order to reap maximum benefits from the organizations resources.

Tsai, (2011) looks at the relationship between organizational culture, leadership behavior and job satisfaction. He is of the view that often administrators adjust their leadership behavior to accomplish the mission of the organization which could influence on employee job satisfaction. The findings of his study indicate that organizational culture is positively correlated with leadership behavior and job satisfaction. He concludes by indicating that good interaction between the leadership and employees contributes to team communication and collaboration and further encourages employees to accomplish the mission and objectives assigned by the organization.

Karamat (2013) tries to establish the impact of leadership behaviors on organizational performance using D&R Cambric Communication as its case in point. The study established there was a strong impact of leadership behaviors on organizational performance. This was attributed to the Chief Executive Officer (CEO) who constantly communicates with employees of the organization. It was further concluded that leadership behaviors is a very important key factors for the growth of the companies in the service sectors.

According to Hurduzeu (2015) an organization can be considered to be effective if it finds the balance between the demands of various stakeholders and the needs of the employees. His study therefore tries to explore the impact of leadership styles on the organizational performance. They concentrate on transformational leadership and how it can inspire individuals within organizations to work harder and further strive for the highest levels of performance.

2.5 Summary of Literature and Research Gaps

From the literature review, it is clear that organizational behavior is mostly influenced by the characteristics of a work setting. The set goals, managerial behavior and the design of the job mostly sums up how employees behave. Communication is a way of reducing uncertainty I organization and mostly influences on positive employee behavior. Employee's attitude is influenced with a view of perceived change. Four most important elements were identified as forces that shape performance: These include internal influences, external influences, process issues and transformational issues. The importance of implicit communication is given implying

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the communication sent out is for a purpose hence the message sent should be understood by all in an organization thus the importance of consistent signals. Free flowing information makes employees to internalize the desirable values of an organization. A people centered management is one of the ways that can be used to improve communication in an organization. Customers tend to be satisfied if the employee behavior towards then is agreeable and vice versa. Improving communication in organizations is one of the modern management techniques used. Importance of organizational climate has also been discussed extensively in the literature.

The culture of organizations can translate to commitment by employees, reduce labor turn over and absenteeism and further enhance positive work beliefs. It further binds the work force together and provides a sense of direction in an organization thus strong organizational culture should be encouraged. Organizations need to strive and come up with a cooperate culture and align the culture with performance management system.

Through setting up of the objectives and goals of an organization. Leadership tone in an organization is usually developed. The three most common type of leaders in an organization include; authoritarian, democratic and laissez-faire and they all impact on the organizational performance differently. Proper behavior from managers and employees is required if the performance of an organization is to be successful. Leadership abilities impacts directly on the performance of organizations.

Most literature has emphasized on the importance of communication. It is evident that the authors assume there is always two way communication in organizations that can be considered as efficient communication. The studies have failed to show how employee behavior at times is negative despite good communication in the organization.

Studies have not shown how a negative attitude can be abated. Further it is important to note that negative attitude towards work can be spread among employees over time hence there is need to ensure this does not happen yet most of the studies have not shown this.

Most studies have not shown how managers can manage expectations in an organization leading to improved employee behavior. Dominant organizational culture depends on the environment

yet not all dominant culture can be quantified as desirable by members of an organization as portrayed by some of the studies.

Most studies undertaken are not from the telecommunication service sector hence generalization might proof to be difficult. There is therefore a need to have a study in the service industry that can be used to explain employee behavior.

Majority of the studies have concentrated on single variables. This study tries to fil the noted gap by looking at employee communication, organizational culture and leadership of management as pointers to employee behavior and how they influence on organizational performance.

2.6 Conceptual Framework

Independent Variables   **Dependent Variable**

Employee Communication

- Dispute resolution mechanisms
- Employee grouping
- Environment of communication

Organization Culture

- Set standards
- Vision and Values
- Accountability and performance

Organizational Performance

- Financial Performance
- Product Market Performance
- Shareholder Return

Leadership of Management

- Rewards and Recognition
- Mentorship

Intervening Variable

- Competition

Source (Author, 2017)

Figure 2.1 Conceptual Framework

The study was based on a conceptual framework showing a relationship between the dependent and independent variables. The independent variables included employee communication, organizational culture and leadership of management. Organizational performance depended on the three independent variable. For organizations to be said that they are performing effectively, there is need to ensure the three elements of; employee communication, organizational culture and leadership of management are put in place at the organization. An intervening variable completed the framework implying that the presence of competition determines the success of organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview of the Chapter

This chapter contains the methodology that was used in the study. This included: research design, study area, target population sample size and sampling procedures, research tools, data analysis and presentation.

3.2 Research Design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). He further asserts that the research design is the conceptual structure within which research is conducted. It constitutes the blue point for the collection, measurement and analysis of data (Kothari, 2004). The study adopted descriptive research design. This type of research design presents phenomenon the way they are (Mugenda and Mugenda, 2003). Descriptive studies are not only restricted to fact finding, but may often result in formation of important principles of knowledge and solutions to problems (Sekaran, 2003). This design was appropriate as it could be used to describe employee behavior. Further it enabled the researcher establish the relationship between employee behavior and organization performance as it described opinions, attitudes and how things are presented in real life situations.

3.3 Target Population

The study targeted all employees at the Nakuru safaricom Customer Care Centre. There were 50 employees at the customer center who formed the target population for the study. This target was chosen as it gave the needed information for the study. While conducting a study on employee behavior and how it influences organizational behavior, it is prudent to have a target population of employees as they best can explain their own behavior. Further the independent variables of the study which included: organizational culture, employee communication and management leadership were best explained through having information got from employees.

3.4 Sampling Strategy

A census study was used for the study. Census studies entail complete enumeration of a given population. The target population for employees at Nakuru customer care center being small permitted the use of a census. According to Sekaran (2006) a census method is appropriate as it allows for intensive study, has high degrees of accuracy and is suitable for heterogeneous units. A sampling frame with all the names of the employees at Safaricom customer care Centre was obtained for ease of following up on the questionnaire distribution.

3.5 Data Collection Instruments

Questionnaires were used to collect data for the study. According to Orodho (2004) each item on the questionnaire should be developed to address a specific objective and research question. A fully structured questionnaire was developed for this study as it ensured a standardized data collection procedure so that the data obtained were internally consistent and was analyzed in a uniform and coherent manner. Questionnaires, were used since the study was concerned mainly with variables that cannot be directly observed such as views opinions, perception and feeling of the respondents. The target population was literate and given the time constraints, questionnaire were the ideal tool for data collection.

3.5.1 Data Collection Procedure

Data is anything given as a fact on which research inference will be based. It is anything actual or assumed as a basis of reckoning (Mugenda and Mugenda, 2008). In this study the researcher obtained an introductory letter from Kenyatta University. Once approval was granted, the researcher booked an appointment with the customer care manager in order to get a sampling frame for the respondent. There was an explanation of the purpose of the research upon which the researcher and the manager liaised on best possible ways to get employees to fill in the questionnaire. The researcher administered the questionnaire to the respondent and collected them after one and a half weeks.

3.6 Validity and Reliability of Research Instruments

Validity of research instrument refers to the extent to which the instrument measures what it is supposed to measure whereas reliability of the instrument refers to the degree to which they said instrument consistently measures whatever it is measuring (Golafshani, 2003).

3.6.1 Validity of the Research Instruments

To ensure validity of the research instrument, the researcher used expert raters and research supervisors in the university. Opinions, constructive criticism from both of the supervisors were used to improve the validity of the questionnaires. The opinion included clarifications and other inputs. These was used to carry out essential changes to the questionnaires

3.6.2 Reliability of the Instruments

Reliability of the instrument refers to the degree to which the said instrument consistently measures whatever it is measuring (Golafshani, 2003). 10 questionnaires were piloted using the same employees at the Nakuru customer care centre. The researcher ensured those in the pilot study did not be take part in the final study. The pilot tested scores were used to calculate Cronbach Alpha where a value greater than 0.7 indicated that the instruments reliable. All the four variables of the study had values greater than 0.71.

3.7 Data Analysis Procedure

Data analysis refers to separation of data into constituent elements. Upon completion of the data collection exercise, all completed research instruments were edited to eliminate errors that might have been made by the respondents. All the data from the study was coded to classify the responses given into categories for ease of analysis. Data entry entailed use of Statistical Package for Social Scientist (SPSS) where a data sheet was developed. Analysis was done using the same softwhere. Analysis entailed performing both descriptive and inferential statistics. Descriptive statistics checked on percentages and measures of central tendencies while inferential statistics was used to check relationships between the variables. A multiple regression analysis was used to predict the value of the dependent variable based on the independent variables. Presentation was done using tables, graphs and charts.

The model for the study thus was

$Yi = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + £$

Y_i is the value of y for the ith observation. Y_i is also the dependent variable

B0 = the intercept

$\beta_1 X_1$ = employee communication

β_2X_2 = organization culture

β_3X_3 = leadership of management

β_4X_4 = Moderating Variable

£= The error term

The moderation effect will be determined through use of Analysis of variance (ANOVA) where a basic moderator effect will be represented as an interaction between the independent variables and the conditions that surround the operations of this variables.

3.8 Ethical Consideration in the Study

Confidentiality of participants in the study was strictly adhered to at all times throughout the course of, and following the study and publication of the results. According to Corey, Corey, & Callanan (2014) the physical and psychological safety of each subject is of utmost importance. Every effort was made in the design and review of the design to develop appropriate protection measures. All communication and relationships encountered during the full course of the study was conducted in a professional and ethical manner with the highest regard for honest and principled behaviors and research standards. All reasonable precautions was taken to respect and protect the welfare of all those concerned. The most important aspect of this was in regard to informed consent. Any information collected for the purpose of evaluation and/or publication was explained to the subject with a full description of how and for what purpose it was being used. Participants were instructed that they were free to withdraw their consent and discontinue participation in the project at any time. Anonymity of all participants who agreed to continue with the study was protected in the absence of specific authorization for disclosure.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter provides information on assessment of employee Behavior on organizational performance at Nakuru Safaricom customer care centre. Data has been analyzed using descriptive and inferential statistics. The results are presented as per objectives of the study. Data has been presented in Tables and graphs for ease of interpretation and uniformity.

4.2 Questionnaire Return Rate

50 questionnaires were utilized for the study. Out of these, 48 were filled and returned representing 96 % questionnaire return rate which was considered accurate for generalization of the study. The information provided is presented in Table 4.1.

Table 4.1 Questionnaire Return Rate

	Questionnaires Issued	Questionnaires Returned	Percentage
Total	**50**	**48**	**96**

Source: Research Data (2017)

4.3 Back Ground Information

The background information for the study sought to identify gender of the respondent, age, level of education and the years that the respondents had worked for Safaricom limited company. The findings have been presented as follows.

4.3.1 Gender of Respondents

Figure 4.1 presents the gender of the Respondents.
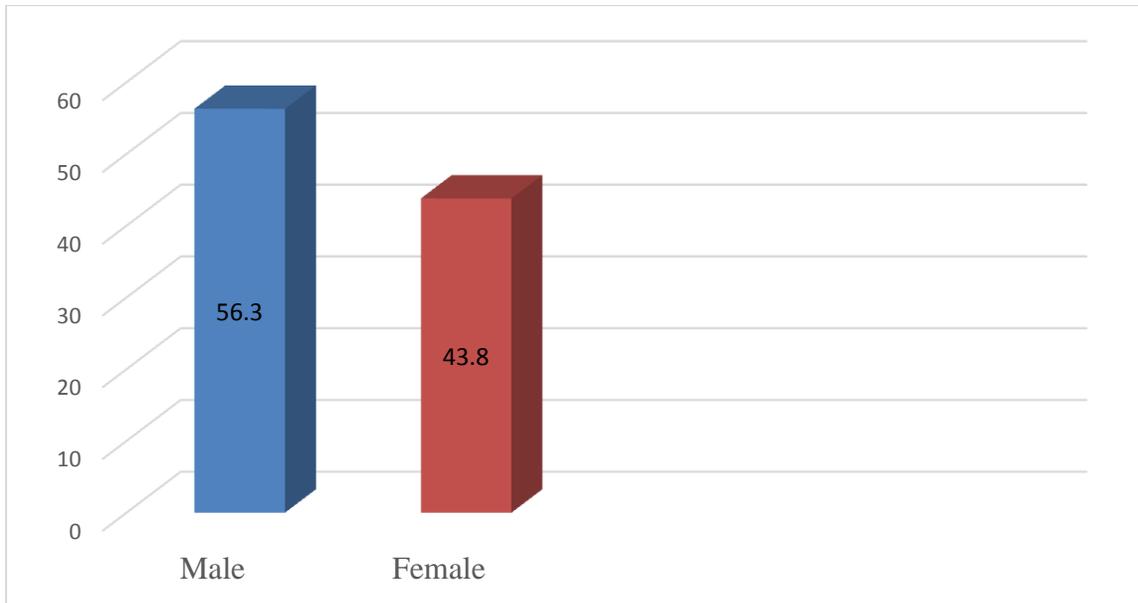
Source: Research Data (2017)

Figure 4.1 Gender of Respondents

Figure 4.1 indicate that the study was able to interview 56.3% male and 43.8% female. The number of male was more than female however the difference could not be deduced to be significant as the ratio was almost similar. This imply that Safaricom does not discriminate on gender while employing.

4. 3.2 Age of Respondents

The ages of the respondents were sought. The findings have been presented in Figure 4.2 as follows.
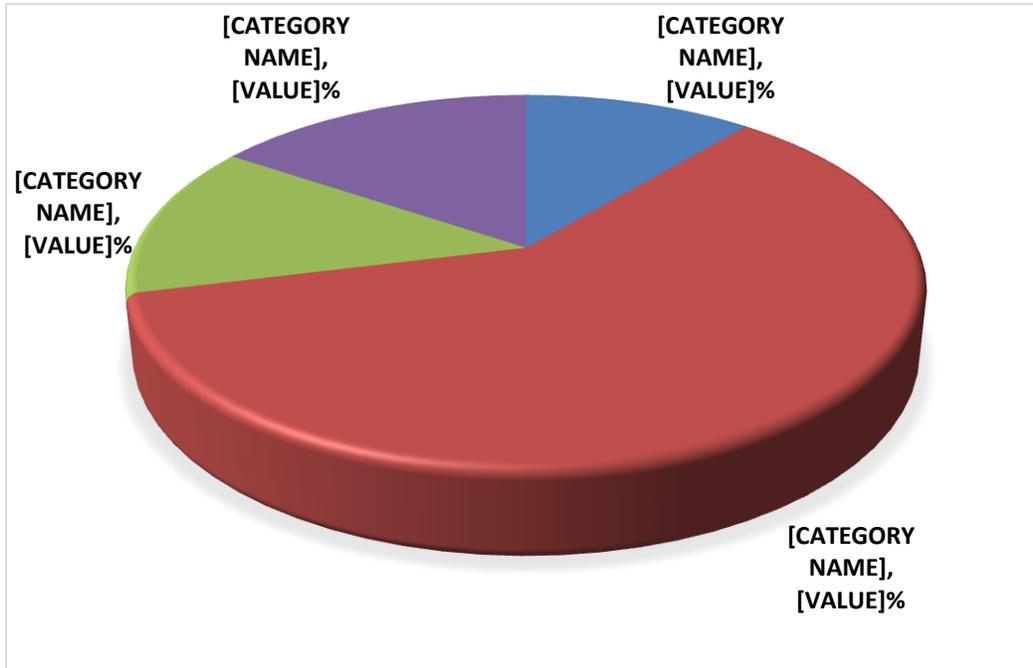
Source: Research Data (2017)

Figure 4.2 Age of Respondents

The majority of the respondents were between the ages of 26-35 presented by 56.3%. This was followed by 14.6% who were 46-55 years 14.6%. 12.5% were between 36-45 years of age while 10.4% were between 18-25 years. From this findings it could be deduced that majority of the respondents were youthful. This could be attributed to the fact that Safaricom is a telecommunication company that uses technological advancement hence the majority of the employees were expected to be able to use technology efficiently thus they contribute to the youth.

4.3.3 Educational Level

On the educational level, the findings of the study was presented in figure 4.3 as follows
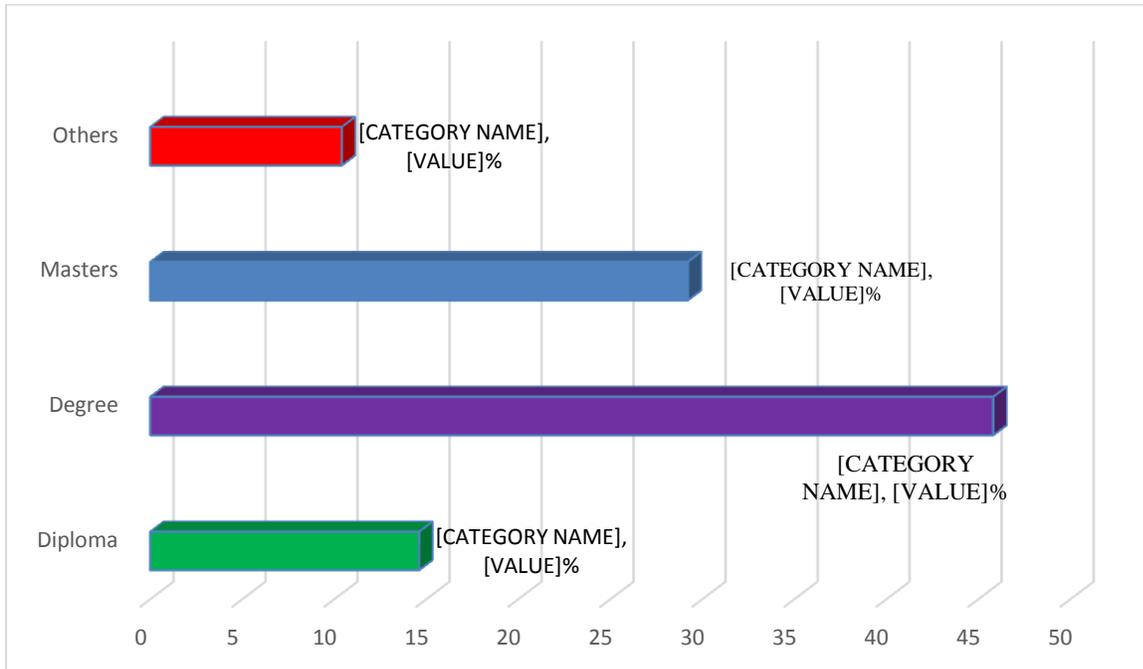
Source: Research Data (2017)

Figure 4.3 Level of Education

Figure 4.3 indicate that majority of the respondents (45.8%) were educated to degree level. 29.2% had masters while 10.4 had other higher education qualifications such as PhDs and other post graduate qualifications such as higher diploma, senior management course and professional courses like certified public accountants and secretaries. Only a smaller percentage of individuals (14.6%) had a diploma. From these findings on their educational level, it could be deduced that employees at Safaricoms customer care Centre in Nakuru are well educated hence it gives them an upper hand while doing their job as they are able to understand and comprehend and further understand the dynamics of their behavior and how it can affect organizational performance.

The last question on the employees back ground sought to understand the year the employees had worked for Safaricom limited. Figure 4.4 presents the findings.
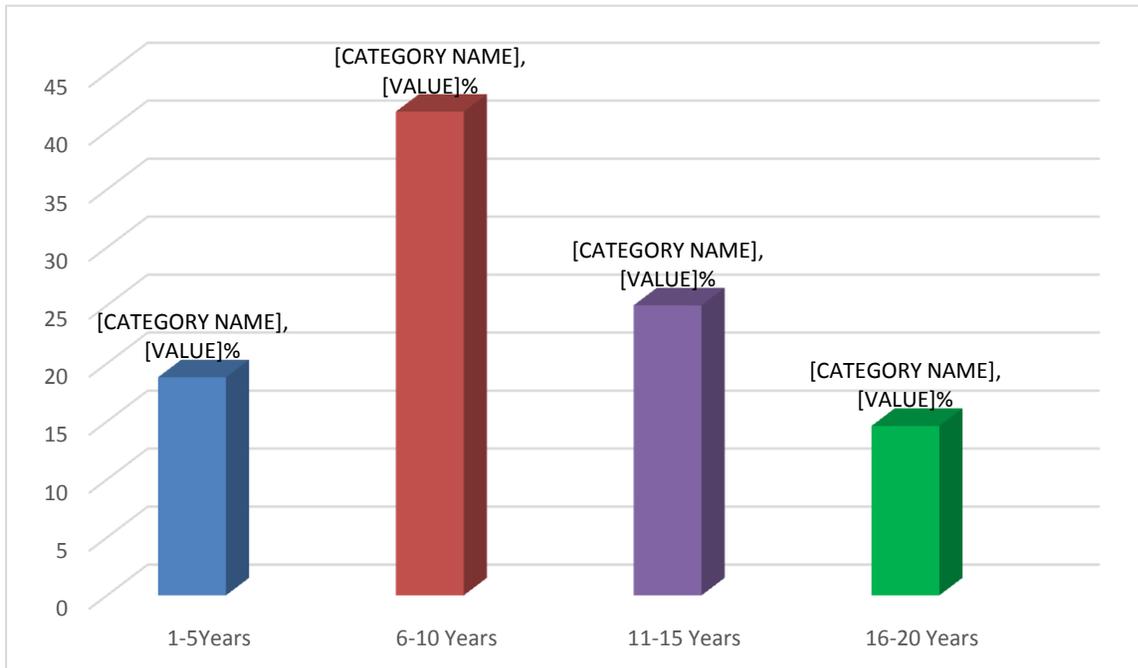
Source: Research Data (2017)

Figure 4.4 Years Worked

Figure 4.4 indicate that majority of the respondents (41.7%) had worked for the company between 6-10 years. This was followed by 25% who worked between 11- 15 years. Those who worked for the company between 1- 5years were 18.8%. From the findings, the study concluded that the employees had worked for the company for a longer period of time hence had experience and were aware of job trends and dynamics in the organization which could be used by the study to understand employee behavior.

4.4 Employee Communication

The study sought to determine how employee communication has an influence on organization performance at Nakuru Safaricom. To this effect, a likert scale was prepared with five points ranging from strongly agreeing (5) to strongly disagreeing (4). The results indicate there were different inclinations on the various parameters. Table 4. 2 presents the findings of the study.

Table 4.2 Employee Communication

	Min	Max	Mean	Std. Deviation
This customer care centre does a good job communicating information about changes or that may affect employees.	1	5	3.44	1.443
We hold periodic meetings to show support for organization policy and mission.	2	5	4.23	.881
Managers communicate a clear sense of direction.	1	5	3.75	1.329
Decisions are made in my department without unreasonable delay.	1	5	3.88	1.248
Employees in my department participate in deciding how the work gets done.	1	5	3.54	1.414
I am able to get the information I need to do my job well.	1	5	3.90	1.077
I am aware of the available training and development opportunities at my organization.	1	5	4.00	1.255
I can contact the senior management if needed.	1	5	2.94	1.479

I have input into decisions that affect me.	2	5	4.17	1.038
My department focuses on solving problems instead of finding fault.	1	5	3.92	1.285
My department resolves conflict honestly, effectively and quickly.	1	5	3.31	1.371
My team cooperates to get the work done	1	5	3.96	1.148

Source: Research Data (2017)

The study established that the Nakuru Customer care centre periodically holds meetings to show support for organization policy and mission as indicated by a mean of 4.23. This implies that meetings are important to the centre and through meetings employee communication can be enhanced. Further the employees have input on decisions that affect them (mean 4.17) which imply that they are able to speak out in case there are issues that touch on them or that might affect on their day to day work. With a mean of 4.00, the employees indicated that they were aware of the available training and development opportunities at Safaricom centre in Nakuru. This indicate that the organization openly makes the training opportunities available. This awareness implies that employees can be trained and further improve their skills. By availing the training opportunities and further making the employees aware of the opportunities, communication is enhanced as employee skills are developed. Robertson (1994) narrows his focus on behavior of individuals of an organization by looking goals, managerial behavior and job design which can be used to explain the parameters indicated by the study of periodically holding meetings, inputs in decision making by employees and availing of trainings at work place organizational

Team work is evident at Safaricom centre as indicated by a mean of 3.96 where the employees feel that their team cooperates to get the work done. Further, it was revealed that the different departments at the centre focuses on solving problems instead of finding fault. This is a good way of forging forward as a team (3.92). Through coming together and making decisions that

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are based on finding solutions instead of fault is one of the ways that effectively enhances employee communication. The respondents also indicated that they are able to get information they need to do their job well (3.90) indicating there is information flow in the organization which is an indicator of effective communication. The study also revealed that decision in the department are made without unreasonable delay (mean 3.88). This imply that communication is fast tracked through fast feedback that enables information to be passed from one person to the other. This customer care centre does a good job communicating information about changes or that may affect employees. This findings resonates well with the works undertaken by Wilson (1997) who is of the view that communication in organization is a way of reducing uncertainty while Schalk, Campbell and Freese (1998) argued that change in organizations can explain employee behavior. The parametes of change in their study included communication, support and participation.

With a moderate mean of 3.44, it was established that the customer care centre does a good job communicating information about changes that may affect employees. This shows although the information is usually communicated it needs to be improved so that majority of the employees may feel that the changes are done promptly with the intention of making the organization better. The study also established that there is a chain of command at Safaricom customer care and the junior employees cannot directly contact the senior managers (mean 2.94). This indicates hierarchy of authority which might at times serve to derail communication as it has to pass though the layers going upwards.

From the above findings, it can be deduced that safaricom customer care center periodically holds meetings where the mission and policy of the organization is discussed and employees are brought on board on the different aspects of the organization. This study resonates well with Robertson (1994) who looks at the relationship between work setting and employee behavior. He was of the view that work setting leads to planned organizational change. Emphasis is put on goals, managerial behavior and job design which are all important and can be further articulated through meetings at work place.

The study revealed that employees give inputs in decisions that affect them, were aware of available training and development opportunities, there is teamwork in the organization, the different departments focus on solving problems instead of fault finding and the employees are able to get the information they need to do their job well. Information flow at safaricom is also evident and decisions are made without unreasonable delay. All these show that there is effective communication between the employees. The findings of the study agree with Wilson (1997) who indicated that communication in an organization can help reduce on the uncertainty in an organization. Holtzhausen (2002) agrees that effective communication improves job satisfaction

While Smidts, Pruyn and Van Riel (2001) supports the notion that communication climate plays a central role in mediating the impact on organizational identification of the content of communication. Further positive employee communication has an impact on external prestige of the organization thus wang (2005) agrees that there is need for employees to internalize the desired values regarding the goals and objectives of an organization through free flowing information.

4.4.1 Effectiveness of Employee Communication

Employees were further required to rate employee communication at their work place. A value of 1 implied not effective while 10 represented very effective. Table 4.3 presents the findings of the study.

Table 4.3 Effectiveness of Employee Communication

	N	Minimum	Maximum	Mean	Std. Deviation
Employee communication	48	1	10	6.56	2.828

Source: Research Data (2017)

The minimum score was 1 while the maximum score was 10. Effectiveness of employee communication had a mean of 6.56 and a standard deviation of 2.828 meaning the values were 2 points dispersed away. This implies that the employees felt that communication was relatively effective as indicated by the given mean. A score of below five would imply poor communication, five would imply moderate communication, while a score of 8 and above would imply very effective communication. The finding of the study resonates well with Asamu (2014) who is of the opinion that communication is an important component of organizational activities.

4.5 Organization Culture

The second objective of the study sought to assess the influence of organization culture on organization performance. The findings of the study have been presented in Table 4.4

Table 4.4 Organizational Culture

	N	Minimum	Maximum	Mean	Std. Deviation
This Customer Care Centre has a clear cooperate culture and values	48	1	5	4.13	1.231
Nakuru safaricom customer care centre has a strong focus on the customer service and satisfaction	48	1	5	4.23	1.259
This organization provides me with the necessary resources to do my job well	48	2	5	4.29	.922
supports my ability to deliver high standards of quality to my customers	48	2	5	4.21	1.071
Image of this organization is that of a "high quality" Company	48	1	5	4.27	.707
This organization has high standards for business ethics	48	1	5	4.06	1.245
I am free to use my own judgment in getting the job done	48	1	5	3.62	1.438
I am rewarded/recognized for good work	48	1	5	4.02	1.211
I believe the HR department listens to my suggestions	48	1	5	3.85	1.444
I can arrange my work schedule to meet my personal and/or family needs	48	2	5	4.23	.905
I know what my supervisor expects of me in my job	48	1	5	4.60	.610
Promotions are fair and equitable at Nakuru safaricom customer care	48	1	5	3.81	1.497

Source: Research Data (2017)

The study established that most employees understood what was required by their supervisor as indicated by a mean of 4.60 which was towards a larger extent. This could only imply a strong internalization on the organization culture as a result of constant reminders and he will to embrace the set culture by the employees. It was established that the organization provides its employees with the necessary resources to do their job well as portrayed by a mean of 4.29. Provision of the required resources eases the work of the employee's thus positive contribution towards the image of the organization and reinforcement of desirable organizational culture. Aluko (2003) explains that culture translates to commitment by workers hence there is a semblance between this study and his.

Further the study established that the image of the organization is considered to be of high quality as depicted by a mean of 4.27. having employees believe that the organization's image is of high quality comes from the fact that there is institutionalization of what the organization expects both from the customers and its employees thus the image has been created over the years to the point of the employees themselves believing that the organization is of high quality.

The study further established that employees could arrange their work to meet their personal and family needs (mean 4.23) implying since the organization had set a culture of hard work employees are motivated to go out of their way and try and come up with a work life balance that can ensure ease of work while at the same time their personal and family needs are equally met. On the same mean of 4.23, it was established that Nakuru safaricom customer care centre has a strong focus on the customer service and satisfaction. This imply that they were customer focused which is one of the code of ethics. Schein (2006) further explains that an organizational culture serves to bind the work force together and provides direction in an organization echoing the findings of this study.

With a mean of 4.13, the study established that The Customer Care Centre has a clear cooperate culture and values. This implies that the employees clearly understand the organization's mission, vision and objectives and they strive to achieve them through maintenance of its cooperate culture. Further, the employees affirmed that the organization has high standards for business ethics (mean 4.06) which indicated that they value their customers and were striving to

be relevant through innovation and market capitalization which translate to good business while rooting for its organizational culture. The employees indicated that they were rewarded/recognized for good work (mean 4.02) this motivates them and ensure they put more effort at their work place hence setting a cultural precedence to be followed in the organization. Kotter (2008) thus notes that the dominant culture in an organization depends on the environment which individuals operate which is one of the parameter that build on the findings of this study.

The findings of the study with means that were considered moderate further indicated that the employees were of the opinion that the HR department listened to my suggestions (mean 3.85) while others (mean 3.81) believed that Promotions were fair and equitable at Nakuru safaricom customer care. This belief shows that promotions are based on merit although few individuals did not hold the opinion. A few majority (mean 3.62) believed that they were free to use their own jug dement to getting jobs done.

From the findings, it could be deduced that there is a set organizational culture at safaricom customer service centre in Nakuru as employees understood what was required of them by their supervisors, provision of necessary resources to the employees to perform their duty further enhanced the organizational culture at the customer service. With employees themselves having a high esteem for the organization, they were of the view that the organization has an element of quality as it was customer focused and the employees could arrange their work to meet their personal and family needs while at the same time maintaining clear cooperate culture and value. The findings of the study resonates well with Aluko (2003) who was of the opinion that organizational culture translates to commitment to work by employees, reduces labor turnover and absenteeism, and enhances positive beliefs about work. The fact that the study indicates presence of organizational culture at the Nakuru customer care Centre alludes to the fact that strong corporate cultures ease communication of roles and responsibilities to all individuals (Schein, 2009) hence an alignment to beliefs and ethical values that can translate to business objectives. Karim (2010) concluded that there is a positive and consistent relationship between the corporate culture and organizational effectiveness while Shahzad, Luqman Khan and

Shabbir (2012) maintained organizational culture has deep impact on the variety of organizations process, employees and its performance. Performance in organizations is increased through values and norms of the organization.

4.6 Leadership of Management

The last objective sought to establish how leadership of management influences organizational performance at Nakuru Safaricom customer care center. The findings are presented in Table 4.5.

Table 4.5 Leadership of Management

	N	Minimum	Maximum	Mean	Std. Deviation
When change is about to happen, I am consulted	48	1	5	3.71	1.570
We are provided with clear responsibilities and allowed to decide how to accomplish them.	48	1	5	3.56	1.472
Staff's achievement is recognized with encouragement and support	48	1	5	3.96	1.288
Our leaders retain the final decision making authority within my department or team.	48	1	5	4.08	1.145
My manager sets a good example for others to follow	48	1	5	3.98	1.062
My manager treats employees with fairness and an even hand	48	1	5	3.77	1.325
My suggestions are given serious consideration by managers	48	1	5	4.08	1.200
My supervisor gets my input and buy-in when making key decisions that impact me at work	48	1	5	3.50	1.399
My supervisor involves other employees in solving problems facing the department	48	1	5	3.69	1.490
Staff are asked to think ahead and develop long-term plans for their areas	48	1	5	3.52	1.288
My supervisors ensure that information systems are timely and accurate and that information is fed directly to staff	48	1	5	3.98	1.211
Tasks are delegated in order to implement a new procedure or process	48	1	5	3.67	1.326

Source: Research Data (2017)

Table 4. 5 indicate that the employee's suggestions are given serious consideration by managers (mean 4.08) although the final decision making authority remain with the leaders (Mean 4.08). This imply that there is dialogue in the organization and suggestion by employee is considered as important. Further, the supervisors at Nakuru customer care Centre ensures that information systems are timely and accurate and that information is fed directly to staff (3.98). This alludes to the importance the organization attaches to flow in communication. It further shows that the leadership is inclusive thus ensure all information is communicated to avoid conflict at the work place. The employees agreed that the managers set a good example for others to follow (mean 3.98) implying that there is exemplary leadership where managers are expected to put their best in and act in a way that can be emulated by all employees for the better of the organization. Involving employees is seen as a form of motivational leadership where Adams & Adams (2009) suggest can lead to maintenance of business focus and further help prevent internal conflicts.

With a mean of 3.77, it was established that managers treats employees with fairness and an even hand. Such kind of treatment shows that the leaders are concerned about the employees and further are democratic in their undertakings. Further it was noted that when change is about to happen, the employees are usually consulted as indicated by a mean of 3.71. The finding imply that there is consultation in the organization where the leaders act in consultation instead of coming with policies that might not favor the organization neither its employees. Through this act by leaders, Germano (2011) had suggested a direct course and effect of organizational success as leaders

Determine values, culture, change tolerance and employee motivation.

The smallest mean recorded ranged towards moderate extent where the employees were of the view that their supervisor gets their input and buy-in when making key decisions that impact the employees at work (3.50). This imply that the leaders take consultation moderately seriously and decisions are based on well thought of ideas and consequences before being implemented. Additionally, it was established that staff are asked to think ahead and develop long-term plans for their areas (mean 3.52) and lastly on the moderate means, the employees indicated that they are provided with clear responsibilities and allowed to decide how to accomplish them (mean

3.56). This shows the managers lay down their expectations and believe that the employees will adhere to the set standards towards achieving the given goal. The means with moderate extend indicate that although leaders do undertake the given parameters, more needs to be done for employees to feel that leaders are determined to make the organization a better place.

The findings of the study thus deduced that suggestions by employees are usually given consideration and there is a clear information flow while at the same time ensuring employees are treated fairly depicting the effectiveness of leaders and their inclusive and participatory leadership skills. The findings resonates well with Adams and Adams (2009) who opined that leaders can help businesses maintain focus on its operations, it is for this reason that Safaricom customer care is keen in its leadership style. Further, Germano (2011) looks at leadership to have a direct cause and effect on the success of organizations. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Successful leaders influence those around them in order to reap maximum benefits from the organizations resources.

Further, a descriptive summary for leadership styles was performed. The employees were required to rate the effectiveness of leadership style at Safaricom customer care in Nakuru. Table 4.6 presents the findings of the study.

Table 4.6 Effectiveness of Leadership Style used in the Organization

	N	Minimum	Maximum	Mean	Std. Deviation
leadership styles	48	2	10	7.08	2.457

Source: Research Data (2017)

It was established that the leadership style used was very effective as indicated by a mean of 7.08 and a standard deviation of 2.457 which implied the coordinates were two points spread away. The study thus deduced that the leadership style used was effective. According to Tsai, (2011) administrators adjust their leadership behavior to accomplish the mission of the organization which could influence on employee job satisfaction. To him, there is good interaction between

the leadership and employees contributes to team communication and collaboration and further encourages employees to accomplish the mission and objectives assigned by the organization.

4.7 Organizational Performance

There was need to understand organizational performance at Safaricoms customer care center in Nakuru. Three indicators were used to check on the organizational performance which included: financial performance, product market performance and shareholder return. A presentation had been done in Table 4.7 as follows:

Table 4.7 Organizational Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Financial Performance	48	1	10	8.13	2.199
Product Market Performance	48	1	10	7.88	2.321
Shareholder Returns	48	2	10	6.77	2.055

Source: Research Data (2017)

Financial performance was rated as the highest indicator of organizational performance at safaricoms customer care Centre in Nakuru (mean 8.13), this was followed by Product Market Performance (mean 7.88) and lastly shareholders return (mean 6.77). Of imperative was that all the means ranged towards a large extent hence it could be deduced that performance at Safaricom is very good as indicted by the three dimensions used in measuring.

4.8 Regression Analysis

Finally in a bid to predict the value of the dependent variable based on the independent variables, the study performed a multiple regression analysis to asses employee behavior on organizational performance.

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816[a]	.679	.537	2.890

a. Predictors: (Constant), Employee communication, Organization culture, leadership of management.

Source: Research Data (2017)

The model summary revealed R = 0.816 which indicate that there is a good level of prediction. R^2 implied 67.9% of the variations could explain employee behavior on organization performance.

Table 4.9 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	86.235	3	28.745	8.969	.000[b]
1	Residual	141.015	44	3.205		
	Total	227.250	47			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee communication, Organization culture, leadership of management.

Source: Research Data (2017)

On statistical significance, Table 4.9 indicate that F $(3, 44)$ =8.969, p $(.000)$ <.005 thus an indication that the model is a good fit therefore significant in explaining employee Behavior on organizational performance at Nakuru Safaricom customer care centre.

Lastly, the study sought to examine the relationship between all the variables and their contributions towards organizational performance. The presentation has been done on Table 4.10.

Table 4.10 Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.451	.519		5.203	.000
	Employee communication	.491	.178	.317	3.609	.002
	Organization culture	.640	.260	.233	3.825	.001
	leadership of management	.734	.244	.673	3.592	.001

a. Dependent Variable: Financial Performance

Based on the model coefficients on Table 4.10 the relationship between employee behavior and organizational performance can be expressed as:

$Y_i = 3.451 + .491X_1 + .640X_2 + .734X_3$

where X_1 = Employee communication

X_2 = Organization Culture

X_3 = Leadership of Management

The findings of the study indicate that all the three dependent variables under investigation had significant impact on organizational performance as indicated by their significance levels. However, leadership of management, followed by organizational culture and employee communication rated in levels of importance. According to Robertson (1994) looks at the

relationship between work setting and employee behavior. To him the behavior of organizational members is influenced to a large extent by characteristics of their work settings. According to

Germano (2011) leadership has a direct cause and effect on the success of organizations.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the findings, conclusion and recommendations. The suggested area for further research is also presented. The study sought to carry an assessment of employee behavior on organizational performance at Nakuru Safaricom customer care centre. The presentation has been done according to the variables of the study.

5.2 Summary of Findings

The study presented a questionnaire return rate of 96% which was good enough for generalization of the study in other customer care Centre's in Kenya and particularly in Safaricom. There were more male than female. Majority of the respondent were youthful and were well educated up to bachelor's degree and above. It was further indicated that the employees had worked for the company for a longer period of time.

5.2.1 Employee Communication

It was established that meetings are important as they are usually held periodically this is used to enhance communication. Employees had an input on decisions that affected them, this is translated to their ability to speak out in case of issues touching on them. The organization openly makes training available to employees hence employees skills are impacted by the organization and this seves to improve communication. Safaricom customer care recorded putting emphasis on team work and the departments were concerned on solving problems instead of fault finding. Further information that enables the employees do their work well was easily available which imply there is information flow which is an indicator of effective communication. Further the decisions made by the department were not delayed hence feed backing was made easy for effective communication. Further changes that affect employees were communicated however this was towards a small extent. Bureaucracy was noted in safaricom

where junior employees could not directly contact the senior managers. Hierarchy of authority at times derail communication in organizations.

5.2.2 Organization Culture

The study indicated that there is organizational culture at safaricom customer service centre in Nakuru as employees understood what was required of them by their supervisors. Further, necessary resources to perform work was provided by management and employees highly esteem the organization. Employees have the ability to arrange their work to meet their personal and family needs while at the same time maintaining clear cooperate culture and value. Although there was a feeling that promotions on merits need to be looked at and further there was need to enable employees use their free judgement as only few majority thought this was allowed.

5.2.3 Leadership of Management

The study established that managers give serious considerations to the suggestions of employees although the final decision making authority remain with the leaders. There is information flow which are timely and accurate and leaders act in an exemplary manner while at the same time working in consultation with employees. The employees buy in while making decisions were considered on moderate extent. They also were on moderate extent provided with responsibilities and allowed to decide on how to accomplish the. Leadership styles used in safaricom customer care were considered to be effective.

5.2.4 Organizational Performance

Financial performance was the major indicator of organizational performance at safaricom customer care centre in Nakuru. This was followed by Product Market Performance and lastly shareholders return. Organization Performance at safaricom was rated as very good.

5.3 Conclusion

The study concludes that organization communication at safaricom customer centre in Nakuru is given priority through periodic meetings where employees are encouraged to give their views and speak on issues that touch on the organization. Training opportunities have been availed and decisions are based on consultation hence it is concluded that the communication was relatively

effective in the organization however it has a significant relationship on organization performance.

On organizational culture, there is a strong internalization of organizational culture through the set norms of the organization. The employees have a strong belief in the culture of the organization since it is customer focused. The study concludes that there is a significant statistical relationship between organizational culture and performance.

There is effective leadership skills at safaricom customer care centre in Nakuru. This is demonstrated through emphasized dialogue between employees and their managers in the organization. Leaders ensure there is flow in communication, are democratic. The study thus concluded that leadership at the centre is very effective and further, there is a statistically significant relationship between leadership of organization and performance.

5.4 Recommendation

There is need to improve on how information on change is communicated to employees. Training on change management needs to be fostered in the organization so that it is systematic and employees are prepared to embrace the changes for the sake of improved performance in the organization.

There is also need to make the chain of command in the centre flexible so that information flow from the junior employees to the managers is well managed and is not derailed through the set layers of hierarchy.

On organizational culture, the study recommends that there is need to allow employees use their own judgement when getting the job done. This will increase innovation and ideas that can further help to improve employee communication. The moderates mean from the study indicate employee are not fully allowed to use their own judgment. Further there is need to improve on how promotions are done in the organization. This should be fair and equitable and leaves no room for employees to complain.

Lastly on management leadership, there is need for managers to increase on their consultation with employees to be able to get feedback on the organization. They should discuss plans and targets with employees and establish how they can be realized. Involving employees when setting targets is a way of motivating then as they feel involved in the target setting process.

5.5 Areas for Future Studies

There is need to undertake research on employee communication and how it influences employees' perception of the organization. Service industries mostly deal with customers and there is a need to ensure their communication is well understood by customers leading to continued business.

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APPENDICES

Appendix i: Introduction Letter

AMUYUNZU ENJAILU MAUVE

P.O BOX 2717-30100

ELDORET

Dear Sir/Madam

Re: Collection of Data

I am a postgraduate student at the Kenyatta University in partial fulfillment of the requirement for the conferment of the Master of Business Administration (Strategic Management Option) Degree. I am carrying out a research as part of my academic requirement titled: *AN ASSESSMENT OF EMPLOYEE BEHAVIOR ON ORGANIZATIONAL PERFORMANCE: A CASE OF NAKURU SAFARICOM CUSTOMER CARE CENTRE.* I kindly request you to assist in providing the required information by answering all the questionnaires in the research study questionnaire attached herein, as your views are considered important to this study your kind facilitation towards the success of this noble exercise will be highly appreciated. All the information provided will be treated with utmost confidentiality.

Thank you very much for your cooperation

Yours sincerely,

AMUYUNZU ENJAILU MAUVE

D53/NKU/PT/27255/13

Appendix ii: Questionnaire

Section A: Background Information

This section looks at the background of the study that will help in general understanding of the project.

1 What is your gender?

(a)   Male   ☐

(b)   Female ☐

2. What is your age [tick bracket]?

(a)   18- 25 years   ☐

(b)   26- 35 years   ☐

(c)   36-45 years   ☐

(d)   46- 55 years   ☐

(e)   56 years and above ☐

3.   Indicate your highest level of education

(a) Diploma   ☐

(b) Degree   ☐

(c) Masters   ☐

(d) Others specify ………………………………………………………

4. How long have you worked for your organization?

(a) 1-5 years   ☐

(b) 6-10 years   ☐

(c) 11-15 years   ☐

(d) 16-20 years   ☐

SECTION B: Employee Communication and organization performance

The following section looks at employee communication and how it impacts on the organizational performance.

5. Key: SA: Strongly Agree, A: Agree, U: Undecided, D: Disagree, SD: Strongly Disagree

Employee Communication	S.A	A	U	D	SD
This customer care centre does a good job communicating information about changes or that may affect employees					
We hold periodic meetings to show support for organization policy and mission.					
managers communicate a clear sense of direction					
Decisions are made in my department without unreasonable delay					
Employees in my department participate in deciding how the work gets done					
I am able to get the information I need to do my job well					
I am aware of the available training and development opportunities at my organization					
I can contact the senior management if needed					
I have input into decisions that affect me					
My department focuses on solving problems instead of finding fault					
My department resolves conflict honestly, effectively and quickly					
My team cooperates to get the work done					

6. Rate employee communication at Nakuru safaricom customer care centre. 1 implies not effective while 10 very effective. Circle the appropriate response.

1   2   3   4   5   6   7   8   9   10

SECTION C: Organizations Culture

This section looks at how organizational culture impacts on organizational performance.

7. Key: SA: Strongly Agree, A:Agree, U: Undecided, D: Disagree, SD: Strongly Disagree

Organization Culture	S.A	A	U	D	SD
This customer care centre has a clear corporate "culture" and values					
Nakuru safaricom customer care centre has a strong focus on the customer service and satisfaction					
This organization provides me with the necessary resources to do my job well					
supports my ability to deliver high standards of quality to my customers					
Image of this organization is that of a "high quality" Company					
This organization has high standards for business ethics					
I am free to use my own judgment in getting the job done					
I am rewarded/recognized for good work					
I believe the HR department listens to my suggestions					
I can arrange my work schedule to meet my personal and/or family needs					
I know what my supervisor expects of me in my job					
Promotions are fair and equitable at Nakuru safaricom customer care					

SECTION D: Leadership of Management

The following section looks at leadership of management and how it impacts on organizational performance.

9. Key: SA: Strongly Agree, A: Agree, U: Undecided, D: Disagree, SD: Strongly Disagree

Leadership of Management	S.A	A	U	D	SD
When change is about to happen, I am consulted					
We are provided with clear responsibilities and allowed to decide how to accomplish them.					
Staff's achievement is recognized with encouragement and support.					
Our leaders retain the final decision making authority within my department or team.					
My manager sets a good example for others to follow					
My manager treats employees with fairness and an even hand					
My suggestions are given serious consideration by managers					
My supervisor gets my input and buy-in when making key decisions that impact me at work					
My supervisor involves other employees in solving problems facing the department					
Staff are asked to think ahead and develop long-term plans for their areas					
My supervisors ensure that information systems are timely and accurate and that information is fed directly to staff					
Tasks are delegated in order to implement a new procedure or process.					

10.Rate leadership management style at Nakuru safaricom customer care centre. 1 implies not effective while 10 very effective. Circle the appropriate response.

1   2   3   4   5   6   7   8   9   10

Section E: Organizational Performance

The questions in this section looks at organizational performance which is the dependent variable. The indicators used include financial performance, product market performance and shareholder return.

11. Rate the following performance indicators at Nakuru safaricom customer care centre. 1 represent not good while 10 excellent. Circle the appropriate response.

Financial Performance (profits, return on assets, return on investment, etc.)

                1   2   3   4   5   6   7   8   9   10

Product Market Performance (sales, market share, etc.)

                1 2 3   4   5   6   7   8   9   10

Shareholder Return (total shareholder return, economic value added, etc.)

                1   2   3   4   5   6   7   8   9   10