

Influence of Hygienic Factors on Organizational Performance for Middle level Managers at Kenya Commercial Banks in Kitale Town

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Abstract: The purpose of this research project was to analyze the influence of Hygienic factors on organizational performance for middle level managers at Kenya Commercial Banks in Kitale town with the following objective being to assess the effect of employee morale on organizational performance. The study adopted a descriptive survey design as it is concerned with describing the characteristics and behavior of the public sector employees with regards to hygienic factors and the general organizational performance. The total target population of the study were employees of Commercial Banks in Kitale town. The total population was 283 employees comprising of middle level managers across departments with the sample size 128 employees. The stratified sampling technique is used to identify subgroups in the population and their proportions sub groups to form a sample to ensure equitable representation of the population in the sample. Both primary and secondary sources: Questionnaires was designed and pretested to see whether they can collect the necessary data to achieve the predetermined objectives of the study. The questionnaires were piloted using small sample of between 5-12 employees of Kenya Commercial banks in Kitale town, the purpose for this was to detect any errors while using the structured questionnaires. piloting was done to test the validity and reliability of the research instrument. Multiple regression was used to determine the variables in data analysis. Based on these findings the employee's morale does not have a significant effect on organizational Performance at Kenya Commercial Banks, Kitale town. Therefore, Employee's morale do have a significant effect on organizational Performance at Kenya Commercial Banks, Kitale town. The study recommended that KCB bank should introduce a rigorous training is required for the bank employee for handling computerized transactions. They should provide opportunity for beneficial job related training to render employee satisfaction with the evaluation process in organisation. Promotional opportunities should be taken into consideration to enable employee motivation to boost their morale to work and also handle employees in a fairly and equitably. They should also provide a strong support and commitment and appreciation to the employees for the job they perform. Management should be interested to manage performance of employees consistently and to improve productivity of every employee in the organization. They should also appraise their employees and offer a conducive working environment, train their employees for more knowledge and skills, compensate favourably their employees. The study was significant because the human labour contributes to 80% of the Institutions income and that the more knowledge on managing hygienic factors will go a long way in assisting other institutions in managing the performance of their organizations.

Keywords: Kenya Commercial Banks, middle level managers, organizational Performance.

1. BACKGROUND INFORMATION

The organizational sciences, employee performance occupies a central role in many theories and models of individual attitudes and behaviors. Why does the concept of employee performance occupy a central role in industrial and organizational literature. Because the problem of employee dissatisfaction exists across various spheres of industries around the world although numerous theories have been established and empirical studies conducted to address the problem. Employee performance had been a researchable concept in the past. (Mudor and Tookon 2011). Hence, more researches and empirical studies pertaining to the concept of employee performance are essential in order to enhance the boundaries of existing knowledge. In today's world, hygiene factors are becoming a worldwide phenomenon which occurs in various forms in every work place. In today's work life, employees are generally working for long hours as the rising levels of responsibilities require them to exert themselves even more strenuously to meet rising expectations about work performance. The inability to cope with the demands being made on an employee is the beginning of poor performance among employees (Highhouse & Becker, 1993). The world of work and business has become increasingly subject to fast changing forces like increased competition, pressure of quality, innovation and an increase in the space of doing business.

Bader, Hashim, and Zaharim (2013) examined the level of job satisfaction among the bank employees in four cities of Eastern Libya. The study utilised the MSQ to assess the employees' job satisfaction. The results reported that the employees have a high satisfaction level towards their jobs. This suggests that Libyan bank authorities provided salary increment may have contributed to the higher job satisfaction (Vallejo, Vallejo, & Parra, 2001). In addition, the study carried out by Wan Yusoff, Tan, and Mohamed dris (2013) contradicted with the traditional view of Herzberg's motivation-hygiene theory, whereby they explained that the extrinsic factors which cause job dissatisfaction need affecting job satisfaction of employees. Hence, based on the discussion above, Herzberg's two

factor theory was revised, whereby extrinsic factors as well as intrinsic factors should be combined as a set of determinant in explaining the job satisfaction of employees. Vasiliki and Efthymios (2013) conducted a study to examine the job satisfaction of public administrative officers in the Greek Ministry of Employment and Social Affairs. They utilised the Job Satisfaction Survey developed by Spector (1985). The findings revealed that the job satisfaction among the respondents is at the moderate level. Furthermore, the findings also showed that the nature of work (intrinsic factor) and supervision and co-worker relationship (two extrinsic factors) are the facets that contribute to job satisfaction. This suggests that in order to achieve a higher job satisfaction among employees, the relationship between superior and subordinate in relation with trust, confidence, and mutual respect should be established (Weng, Lai, & Li, 2010). Besides, Hossain (2014) carried out a study on job satisfaction and the impact on the overall satisfaction of employees in Bangladesh banking institutions. The findings of the study indicated that work conditions, pay, equality, and promotion significantly influence the employees' job satisfaction. In addition, the study showed that the level of overall job satisfaction of the bank employees is at the positive level. Slam and Slam (2014) tried to compare the employees' job satisfaction in the public and private banking institutions. The results showed that private bank employees have high level job satisfaction as compared to the employees of the public bank which yielded the moderate level of job satisfaction. Given the nature of the structure of the public banking institutions, majority of the companies are likely to practise bureaucratic and hierarchical working culture. In particular, tedious regulations and policies will somehow cause the employees to have long working hours that eventually cause pressure and dissatisfaction among public bank employees (Christina, 2011 in Cha, 2012; Hossain, 2014). In a local context, Hashim (2015) investigated the job satisfaction among engineers in a Malaysian electrical company. The results showed that the level of job satisfaction among engineers is relatively low. In addition, only two extrinsic factors of job satisfaction, namely fair amount of salary and having good relationships with co-workers are found to be significant elements in contributing to the job satisfaction. This means that being engineers in an electrical company can be stressful as the employees are exposed to many risks at the workplace. Hence, the employees will expect more incentive, for instance, higher compensation and salary from the organisation to satisfy their needs and wants. The employees will be willing to leave the organisation if the management failed to acknowledge their contribution in doing a high-risk job. This is because compensation and salary are connected with retention and turnover (Chiu, Luk, & Tang, 2002).

Employee performance is a key determinant of organizational performance and effective managers should make it their responsibility to plan, implement, monitor and evaluate employee performance for tracking and improvement where necessary. Organizations can improve employee performance through training employees, enhancing team work,

establishing clear supervision communication channels, providing room for career advancement, recognizing performance, providing a good working environment and offering an attractive salary package among others.

These improvement measures are aimed at ensuring the employee remains happy and motivated to willingly utilize skills and knowledge for the betterment of the organization. Richard, Mike & Charles (2013), in their study of the influence of motivation on tea factory employee performance in Kisii County in Kenya noted that if employees are given the right incentives, they can put in their best to improve productivity and growth. They concluded that poorly motivated employees perform minimally whereas employees' motivation will see reduced labour turn over, increase and create productivity culture, reduce industrial unrest and improve management and staff relationship. This was supported by the findings of a research on Employee reactions to human resource management and performance in developing countries evidence from Eritrea, by Fitsum & Luichen (2007). The study indicated positive attitude of employees to human resource management practices such as promotion from within, staffing, equal employment opportunity, quality training, reasonable compensation and paid vacation. The results from a study on motivation and the performance of primary school teachers in Uganda by Aacha (2010) revealed that motivation was necessary for high performance of teachers even though in most cases the teachers were poorly paid. The study went ahead to conclude that teachers were intrinsically motivated by recognition, career advancement opportunities, supervision and challenging nature of work.

Performance is defined as the act or process of executing an action or a repetitive act or fulfillment or implementation (Hornby, 2000). Job performance is the ability of an employee to integrate experience, skills, knowledge and other available resources in delivering the expected outcome. Measurement of performance is an ongoing process and relies on a number of indicators among them quality, quantity, timeliness, adherence to policies, cost effectiveness and appraisals. Performance appraisal is a systematic and orderly evaluation of performance of employees at work by their superiors or others who are familiar with the techniques of performance appraisal. Employee performance should be monitored and evaluated regularly and to inform both the employee and the organization of their performance. It is the responsibility of management to put in place clear structures and reporting lines from which the performance management system will be implemented. Measurement of performance is an ongoing process and relies on a number of indicators among them quality, quantity, timeliness, adherence to policies, cost effectiveness and appraisals. Performance appraisal is a systematic and orderly evaluation of performance of employees at work by their superiors or others who are familiar with the techniques of performance appraisal. In her study of human resource management challenges facing local NGOs, Batti (2014) found out that there were no tools or mechanisms to support staff appraisals in most NGOs and hence it was not easy to track staff performance.

Lack of these mechanisms may lead to poor performance among employee which in turn demotivates and affects their growth and survival in the organization. To avoid this cycle, Kenya Tenri Society should put in place performance management system which will ensure that employees set performance targets which should be monitored and reviewed regularly. Organizations today have realized the importance the concept of motivation plays in achieving organizational objectives. As resources increasingly become scarce, organizations seek ways to improve employee productivity without incurring additional costs. Motivation has provided a way for employers to increase employee work performance and commitment to the organization without allocation of vast resources to employees. Some of the benefits of motivation which have been cited by Robbins (1998), Robbins (2001) and Gordon (2001) include: increase in productivity and efficiency; decrease in tardiness and absenteeism; decrease in opposition to changes being effected for the betterment of the organization; reduction in friction between workers themselves and between workers and management; improvement in relations and the working climate in the organization; reduction in wastage and accidents in the work place; reduction in employment turnover; reduction in complaints and grievances in organization; promotion of teamwork; and help and support for other workers by motivated employees. It is important to note that motivation alone does not guarantee good performance and high productivity.

Mathauer (2006) note that it is on the basis of supervision on which recommendations are provided to help improve individual and organizational performance. Employee performance is a key determinant of organizational performance and effective managers should make it their responsibility to plan, implement monitor and evaluate employee performance for tracking and improvement where necessary. Organizations can improve employee performance through training employees, enhancing team work, establishing clear supervision communication channels, providing room for career advancement, recognizing performance, providing a good working environment and offering an attractive salary package

among others. These improvement measures are aimed at ensuring the employee remains happy and motivated to willingly utilize skills and knowledge for the betterment of the organization. Richard, Mike & Charles (2013), in their study of the influence of motivation on tea factory employee performance in Kisii County in Kenya noted that if employees are given the right incentives, they can put in their best to improve productivity and growth. They concluded that poorly motivated employees perform minimally whereas employees' motivation will see reduced labour turn over, increase and create productivity culture, reduce industrial unrest and improve management and staff relationship. This was supported by the findings of a research on employee reactions to human resource management and performance in developing countries evidence from Eritrea, by Fitsum & Luichen (2007). The study indicated positive attitude of employees to human resource management practices such as promotion from within, staffing, equal employment opportunity, quality training, reasonable compensation and paid vacation. The results from a study on motivation and the performance of primary school teachers in Uganda by Acha (2010) revealed that motivation was necessary for high performance of teachers even though in most cases the teachers were poorly paid. The study went ahead to conclude that teachers were intrinsically motivated by recognition, career advancement opportunities, supervision and challenging nature of work. The study concluded that there was a significant positive relationship between motivation and performance and increasing motivation would increase performance.

In Kenya the report named professional services, banking, insurance and media in Kenya as the most widely affected. HRM practices must be developed (Kelly, 2012) for the betterment of both organization and employees. Turnover contradicts the benefits derived by organizations when they spend scarce resources attracting, selecting, socializing, training and developing employees (Wright & Bonnett, 2007) when these staffs cannot be retained. It is important that the banking industry adequately motivates, retains skilled and experienced workforce (CBK/BSA, 2013) for strategy implementation. Banking industry has witnessed considerable human capital flight despite the growth in profitability for the past five years (PWC, 2013). The survey report released on business daily noted increased competition for high end clients, qualified, trained and experienced staff to implement bank's strategies. However a mismatch (PWC, 2013) in compensation and disparity in disposable incomes, rewards, bonuses and allowances for employees is representative of the super abnormal profits reported. Nairobi managers are finding it hard to stick with top talents in the face of stiff competition for human resources. Exit interviews documented cemented this argument as majority of employees leaving the organization mentioned inequitable reward management system, poor employee-employer relations, non-commensurate employment package and unclear career path as major reasons for the human capital flight. Fierce competition and talent wars (Ernst & Young, 2014) has resulted to pay rise as companies poach for staff rather than, train, motivate, retain skilled and highly performing employees.

Turnover contradicts the benefits derived by organizations (Wright & Bonnett, 2007) when they spend scarce resources attracting, selecting, socializing, training and developing. Organizations success (Gratton & Erickson 2007) depends heavily on human resource management. The consequences of turnover (Blau, 2006) have received significantly less attention from researchers. Identifiable characteristics according to (Andisi, 2006) through research should be used to develop policies to rectify the vice. Blake (2006) and Armstrong (2006) have identified the existence of poor relations in the work place. Mismatch between performance (Luyt, 2008) and these are the gaps in tandem with what their search will bridge by focusing on intrinsic, extrinsic, career development and employee relations factors. Banking business model are usually procedural, repetitive and boring in nature since they use simple and routine based technology which enables employees to continuously apply simplified and standardized operations that requires less creativity and innovation. Today's employees are unwilling to stay with employers for lengthy periods of time unless they have control and freedom over their work (Stairs, et al 1991). Work environment therefore requires a lot of intrinsic factors that can influence higher retentions. Intrinsic factors are internally generated by employees and this includes goal directedness, human volition or free will, job satisfaction and desires. It is the internal factors that employees can control (Fritz, Heider's, Bandura's, Deci & Ryan's 1985).

While employee retention is the focus in this research, employee turnover will deliberately be taken into prepositions since the management must comprehend what causes turnover. Employee retention and turnover are under the direct control of the management (Gupta & Sunderji 2004). Organizations should strive to reduce dissatisfaction and by default increase intrinsic factors. Work environment (Pfeffer, 2005) must be very conducive to facilitate job satisfaction and achieve intrinsic factors. Creativity and productivity (Griggs, 2010) is linked with extrinsic motivation rewards such as bonuses these have great impacts on the influence of staff turnover. Organizations must get a balance between intrinsic and extrinsic factors

in the work settings, so that a more rewarding, exploring (Myers, 2005) interesting and challenging tasks are experienced in the duties performed. Employees can facilitate intrinsic factors by pursuing goals relating to their esteem. When performance feedback is available (Armstrong, 2005) controls maintained, cooperation, competition and recognition is enhanced and instilled in all the activities and tasks achieved. These events perceived as salient will determine the level of autonomy, competence and ultimately influence intrinsic factors (Horn, 2008). This autonomy and control is what current employees find more exhilarating in today's employment. There has been a rapid expansion in government as well as private commercial banks in Kenya during the last decade. The growth of private commercial banks has added a new dimension in the banking industry in the country. Commercial banks play a major role in the financial market in Kenya. The importance and the demand for the Commercial banks have rapidly increased recently because of that reason and due to the debacles faced by unlicensed financial institutions in the country. Hence, the public trust and confidence have increased towards the licensed commercial banks.

A trend has emerged in the banking industry during the past few years that some of the Executives from junior and middle levels resign from their respective posts in the local banks and embark to foreign countries for employment or venture into private businesses. Some middle level bank executives may express their willingness to go abroad or change their banking careers if they will get opportunities because they are not satisfied about the current job.

There is rather high staff turnover at the middle level management within the banking system due to dissatisfaction of the job. This affects the creation of a trained pool of staff to meet current requirements and future management succession needs. Further, most of the leading banks are going global, setting up offices in foreign countries themselves or through their subsidiaries. The expansion of the banking sector and its convergence with the other financial sectors such as insurance and Capital markets, retirement of the existing employees and financial inclusion have created more number of opportunities in the banking sector. Infrastructure, Risk Management, Banking and Financial Services, Management Information Systems and Customer Relations Management are a few areas where specialization is expected. It has given wide powers to supervise and control the banking structure. It occupies the pivotal position in the monetary and banking structure of the country. In many countries central bank is known by different names. They have the authority to formulate and implement monetary and credit policies. It is owned by the government of a country and has the monopoly power of issuing notes. It has been noted that motivation is very handy when it comes to how efficient and effective workers carry out their jobs in line with meeting the organizational goals. With the competition in the banking sector getting stiffer with high rate of turnover by banking staff personnel in commercial banks, there is low productivity and a drop in performance. Employees of the bank only perform their duties as much as will enable them to keep their jobs. Despite the fact that the bank has made a positive stride in profitability of late, the employees seem not to be happy and have not utilized their full potential and skills. It is against this backdrop that this study examined the influence of hygiene factors on performance of employees in Commercial banks. The specific objective of the study was to assess the effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town.

2. EMPLOYEE MORALE

Low morale can lead to poor cooperation, low productivity and increased turnover and ultimately hinder a business from reaching its goals. Since employee morale can quickly build or break a company's success, effective leaders often keep a close eye on it and enlist simple and creative approaches to strengthen it; Keep employees feeling their work is more than just a job, taking time to creatively celebrate accomplishments, Granting time off to employees to pursue projects they are passionate about (Akitonye 2011). The employees should clearly understand their role, their impact on customers, and how they bring value to the organization. Managers must deliver good training and continuous feedback to ensure this understanding. This foundation is vital for getting employees to feel connected to the company (Griffin, E. 2000). There is need to motivate with manager's own example to demonstrate a positive attitude. A manager should set a high standard and show commitment. When it comes to things like quality and customer service, he should act in a manner that's consistent with what manager's demand from their staff (Robbins & Judge, 2010). Communicate. Tell employees your objectives for the company and promptly share news that affects the organization. Let staff know clearly what your expectations are, and explain the reasoning behind certain rules or rule changes. Ask workers directly what motivates them, and get their feedback on how to handle staff issues. Involve employees as equal members of your team. Make them feel valued and connected to your cause by asking for their feedback and giving them room to make decisions (Ran 2009).

The interaction of employees with their immediate manager and coworkers plays a role in employee morale. Effective, harmonious interpersonal relationships bolster employee morale and make employees feel that coming into work is worthwhile for reasons in addition to collecting a paycheck. Consequently, you are a powerful contributor to whether an employee's morale is positive or negative. (Johnson, D.S., & Motowildo, S.J 2002). If employees lack confidence in the company's leadership and direction, morale is affected. When an employee is not sure what is expected from him or her, so they never feel a sense of accomplishment, morale is low. Employee morale is defined by the employee's outlook, optimism, self-concept, and assured belief in themselves and their organization, its mission, goals, defined path, daily decisions, and employee appreciation. Faith in self and faith in their organization are both important factors in positive employee morale. Motivation is an employee's intrinsic enthusiasm about and drives to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, intrinsic driving force that can also be influenced by external factors (Mobey and Lockey 1998).

The trick for employers is to figure out how to inspire employee motivation at work. To create a work environment in which an employee is motivated about work involves both intrinsically satisfying and extrinsically encouraging factors. Employee motivation is the combination of fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation - or not (Spector, 1997). These variables make motivating employees challenging. Employers understand that they need to provide a work environment that creates motivation in people. But, many employers fail to understand the significance of motivation in accomplishing their mission and vision. Every person is motivated. Every employee has activities, events, people, and goals in his or her life that he or she finds motivating. So, motivation about some aspect of life exists in each person's consciousness and actions. Fraser (1983). Motivation is a theoretical construct used to explain behaviour. It gives the reason for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior, or what causes a person to want to repeat a behavior and vice versa. A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behavior. Motivation is a word that is part of the popular culture as few other psychological concepts are (Maehr and Meyer, 2005).

Motivation can be conceived of as a cycle in which thoughts influence behaviors, behaviors drive performance, performance affects thoughts, and the cycle begins again. Each stage of the cycle is composed of many dimensions including attitudes, beliefs, intentions, effort, and withdrawal which can all affect the motivation that an individual experiences. Most psychological theories hold that motivation exists purely within the individual, but socio-cultural theories express motivation as an outcome of participation in actions and activities within the cultural context of social groups. Those recurring activities are much of what leaders and managers inherently do in their organizations. Organizational Performance is also an 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 (Carter McNamara, 2014). High organizational performance is when all the parts of an organization work together to achieve great results with results being measured in terms of the value we deliver to customers. These parts are: Strategic objectives – provide the direction in which everyone within the organization should head. They provide focus and ensure we are all working towards the same end (C.B, Gupta, 2010).

Organizational structure – this represents the form in which the organization will deliver its services. The structure must support the strategy just as the strategy must have regard to the structure. For instance, an on-line delivery strategy will not be successfully executed unless the organization has on-line capabilities. Business performance measures – represent the measures by which each area of the organization will be assessed. There is no single set of measures that may be applied across all organizations. (Motowildo, S.J.2002). In order to be relevant and of use to the organization, the measures must be determined in light of the organization's goals and the strategies put in place to achieve those goals. It is this measurement process that will direct behaviour more than any other system that may be put in place. Further, the information must be easily obtainable - in a timely manner. This requires the management information systems to be developed to collect the right data in an efficient way (Aguinis, Herman 2009).

Allocation of resources and processes – relates to the decision making approach that takes place within the organization. It is how the organization goes about deciding where to apply its scarce resources – including money, time and effort - in order to achieve its objectives. Values, culture and guiding principles – this part is unique to the organization. If the organization was human, this would be its DNA. The culture must support the achievement of the strategic objectives in

order to draw out the “best” of people. The values and guiding principles must support the purpose (remembering from our earlier definition that an organization is an organized group of people with a particular purpose) for achievement of desired outcomes (Michael Armstrong, 2012). Reward structures – must reinforce the culture and direct efforts to support the achievement of strategic objectives. Reward structures may include various forms – monetary (for example, bonus on achievement of short term goals), promotion (recognition of having acquired certain skills), celebration event (recognizing and congratulating team efforts), leave of absence / day off (recognition and ‘thank you’ for a job well done), and so on. An 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 (in some cases, production capacity performance may be analyzed) (Michael Armstrong, 2012). Assessments might be planned, systematic and explicit (these often are the best kinds of assessments) or unplanned and implicit. Well-done assessments typically use tools, such as comprehensive questionnaires, SWOT analyses, diagnostic models. (Carter McNamara, 2014). Other Hygienic factors include; Quality of supervision, Pay, Company policies, Physical working conditions, Relations with others (Eisenhardt, K.M 2009).

3. METHOD

The study adopted a descriptive survey design as it is concerned with describing the characteristics and behavior of the public sector employees with regards to hygienic factors and the general organizational performance. The total target population of the study were employees of Commercial Banks in Kitale town. The total population was 283 employees comprising of middle level managers across departments with the sample size 128 employees. The stratified sampling technique is used to identify subgroups in the population and their proportions sub groups to form a sample to ensure equitable representation of the population in the sample. Both primary and secondary sources: Questionnaires was designed and pretested to see whether they can collect the necessary data to achieve the predetermined objectives of the study. The questionnaires were piloted using small sample of between 5-12 employees of Kenya Commercial banks in Kitale town, the purpose for this was to detect any errors while using the structured questionnaires. Piloting was done to test the validity and reliability of the research instrument. Multiple regression was used to determine the variables in data analysis.

4. DISCUSSION

Effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town

The specific objective of the study aimed at evaluating the effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town. The results are presented in the Table 4:1 below.

Table 4.1: Effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town

Variable	SA	A	N	D	SD
currently all concerns are voiced to management's attention	20	18.6	4.2	32.9	24.3
there is opportunity for beneficial job related training therefore renders employee satisfaction with the current evaluation process in organisation	0	25.7	12.9	40.0	21.4
Promotional opportunities are handled fairly and acting Pay is handled fairly and equitably in your Department	10	30	1.5	31.4	27.1
strong support and commitment and appreciation to the employees for the job they perform	14.4	25.7	7.1	25.7	27.1

The findings showed that majority 32.9percent of the respondents disagreed while 24.3percent strongly disagreed that currently all concerns are voiced to management's attention. This cumulatively gave a majority of 57.2percent. But 20percent strongly agreed, 18.6percent agreed while 4.2percent were neutral. This implies that majority disagreed that currently all concerns are voiced to management's attention.

The results of the study further sought to establish whether there is opportunity for beneficial job related training therefore renders employee satisfaction with the current evaluation process in organisation. They showed that while majority 40.0percent disagreed; fewer 21.4percent strongly disagreed, 25.7percent agreed and 12.9percent were neutral. This cumulatively showed that 61.4percent disagreed meaning the there is opportunity for beneficial job related training therefore renders employee satisfaction with the current evaluation process in organisation.

The findings sought to know whether promotional opportunities are handled fairly and acting Pay is handled fairly and equitably in the Department . The results showed that majority 31.4percent disagreed while 27.1percent strongly disagreed, 10percent strongly agreed, 30percent agreed while 1.5percentwas neutral that promotional opportunities are handled fairly and acting Pay is handled fairly and equitably in the Department. This implies that majority 58.5percent disagreed that promotional opportunities are handled fairly and acting Pay is handled fairly and equitably in the Department.

The results of the study also showed that 27.1percent strongly disagreed, 25.7percent disagreed, 7.1percent were neutral, 25.7percent agreed and 14.4percent strongly agreed that strong support and commitment and appreciation to the employees for the job they perform. This implies that 52.8percent disagreed that strong support and commitment and appreciation to the employees for the job they perform

4.2 Inferential Statistics

The inferential statistics on the quantitative data are shown below. The statistics done included correlation, regression and ANOVA. The results are presented in the section below.

4.2.1 Effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town

Correlation

The study analysed data on the effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town and obtained the Pearson correlation and presented the results in Table 4:2 below.

Table 4.2: Pearson Correlation of employee morale against organizational performance

Variable	Test	Organisational performance
Employee morale	Pearson Correlation	.691**
	Sig. (2-tailed)	.000
	N	70

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

Table 4:2 shows that employee morale has positive relationship on organisational performance. The r value is 0.691 which is relatively strong at 2 tailed significance of 0.000 which is below 0.01 level of significance.

Regression

The study did regression on quantitative data between employee morale and organisational performance and presented the findings in the Table 4:3.

Table 4.3: Coefficients^a Determination of effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town

Model 1	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.980	.182		10.856	.000
Employee morale	.097	.067	.278	1.462	.148

a. Dependent Variable: organisational performance

Table 4:3 provides the information needed to predict organisational performance from influence of employee morale. Both the constant and employee morale contributes significantly to the model. The regression equation is presented as follows; i organisational performance = 1.90+0.097 (employee morale)

Model Summary

The model summary between employee morale and organisational performance is presented in table 4:4.

Table 4.4: Model Summary of employee morale against organizational performance

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.354 ^a	.126	.072	.484

a. Predictors: (Constant), employee morale

Table 4:4 provides the R and R2 value. The R value is 0.354, which represents the simple correlation. It indicates an average degree of correlation. The R2 value indicates how much of the dependent variable, "organisational performance", can be explained by the independent variable, "employee morale". In this case, 11.4 percent can be explained, which is relatively significant.

In summary

$$Y = \beta_0 + \beta_1 X_1 + e$$

By replacing the values

$$(y) \text{ Organisational performance} = 1.90 + 0.097 (\text{employee morale})$$

Multiple regressions give the constant as 2.0771

Therefore the overall regression model is

(Y) organisational performance = 2.0771 + 0.097 (employee morale). Statistical analysis shows that employee morale has a high influence on organisational performance.

Based on these findings:

The null hypothesis H_{01} : Employee's morale does not have a significant effect on organizational Performance at Kenya Commercial Banks, Kitale town. *is rejected* Therefore, Employee's morale do have a significant effect on organizational Performance at Kenya Commercial Banks, Kitale town.

5. CONCLUSIONS AND RECOMMENDATIONS

Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. When employees are positive about their work environment and believe that they can meet their most important career and vocational needs at work, employee morale is positive or high (Susan .M Heathfiled, 2016). Portions of the environment that a manager controls that have an impact on employee morale include such issues as the effectiveness of the middle level managers, the quality of their interaction with the people employed, and the way employees interact with each other in the day-to-day workplace (Guzel, 2001). Low morale can lead to poor cooperation, low productivity and increased turnover and ultimately hinder a business from reaching its goals. Since employee morale can quickly build or break a company's success, effective leaders often keep a close eye on it and enlist simple and creative approaches to strengthen it; Keep employees feeling their work is more than just a job, taking time to creatively celebrate accomplishments, Granting time off to employees to pursue projects they are passionate about (Akitonye 2000). Compared to employees who are motivated, disengaged workers are less efficient, miss more workdays and cost their employers thousands of dollars in lost productivity. Keeping employee morale high is one of the best things to do to instill loyalty and maintain a productive workplace.

The objective of the study aimed at evaluating the effect of employee morale on organizational performance at Kenya Commercial Banks, Kitale town. The findings showed that majority idisagreed that currently all concerns are voiced to management's attention. iThe results of the study further sought to establish whether there is opportunity for beneficial job related training therefore renders employee satisfaction with the current evaluation process in organisation. They showed that while majority 61.4percent disagreed meaning the there is opportunity for beneficial job related training therefore renders employee satisfaction with the current evaluation process in organisation. iThe majority 58.5percent disagreed that promotional opportunities are handled fairly and acting Pay is handled fairly and equitably in the

Department. The results of the study also showed that 52.8percent disagreed that strong support and commitment and appreciation to the employees for the job they perform.

Based on these findings the employee's morale does not have a significant effect on organizational Performance at Kenya Commercial Banks, Kitale town. Therefore, Employee's morale do have a significant effect on organizational Performance at Kenya Commercial Banks, Kitale town. The study recommended that KCB bank should introduce a rigorous training is required for the bank employee for handling computerized transactions. They should provide opportunity for beneficial job related training to render employee satisfaction with the evaluation process in organisation. Promotional opportunities should be taken into consideration to enable employee motivation to boost their morale to work and also handle employees in a fairly and equitably. They should also provide a strong support and commitment and appreciation to the employees for the job they perform. Management should be interested to manage performance of employees consistently and to improve productivity of every employee in the organization. They should also appraise their employees and offer a conducive working environment, train their employees for more knowledge and skills, compensate favourably their employees

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