

Organizational Factors and Employees' Performance in Publishing Department of the Seventh – Day Adventist Church in Kenya

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Abstract: Globally, there seems to be a performance crisis in both public and private sector organizations occasioned by the need to produce more for less, thus raising the appetite for efficiency leading to the need for evaluation mechanisms to help assess the performance of organizations or programs that are quite inadequate. This study adopted an empirical review of various studies that has been undertaken to consider organizational factors that significantly impact employees' performance and developed various hypotheses that are intended to help in the development of a framework of factors that organizations should focus on if they have to significantly improve on their employee's performance levels. The study considered available literature and specific studies undertaken to establish the relationships between employee's performance and specific organizational factors and thereafter developed a series of hypotheses. The study concludes that knowing what organizational factors influence employee productivity is a prerequisite to improving overall organizational performance. For organizations to enhance employee performance and improve their productivity both as individual employees and the overall organization, there is a need to focus on improving their training programs so as to address the immediate and future employee skills and knowledge requirements. Organizations should also enhance their employee motivation programs, career development initiatives, and recognition systems. Organizations should also enhance their performance appraisal systems and organizational leadership structures and skills. Additionally, organizations should inculcate positive thinking and attitude as well as a culture of openness. Teamwork and willingness to enhance performance in their employees in order to enhance their performance

Keywords: Employee performance, performance management, organizational factors

I. INTRODUCTION

Saeed, Mussawar, Lodhi, Iqbal, Nayab and Yaseen (2013), assert that performance is the way to perform the job tasks according to the prescribed job description. Thus, performance is the art to complete the task within the defined boundaries and they argue that performance of employees is affected by numerous factors. According to Awases, (2006) performance is a term that is often times used to imply the actual conduct of activities to meet responsibilities according to standards. It is an indication of what is done and how well it is done.

Globally, there seems to be a performance crisis in both public and private sector organizations occasioned by the need to

produce more for less (Nabukeera, Ali & Raja, 2014), thus raising the appetite for efficiency leading to the need for evaluation mechanisms to help assess the performance of organizations or programs that are quite inadequate (Nabukeera, Ali & Raja, 2014).

Knowing what factors influence employee productivity is a prerequisite to improving overall organizational performance. Over the years, researchers have found that productivity is affected by relatively few influencers, and workers are generally aware of what those influencers are (Armstrong, 2009; Cole & Cole, 2005; Hankin, 2004; Newstrom & Bittel, 2002; Williams, 2003). Identification of the specific productivity limiters operative in a workplace can yield opportunities for significant productivity gains in the organizations. From the past into the 2000s, the research into workplace productivity has resulted in consistent indicators. Koretz (1995) cited four key productivity factors: "inadequate supervision and employee involvement in decision-making, too much work, and insufficient rewards and chances to advance". Leonard (2000) noted surveys indicating that less organizational bureaucracy, a greater sense of purpose, effective communication, clear goals, and being able to see results were essential to productivity.

Early researchers and writers discovered that a limited number of factors had the most impact on the productivity of workers. According to Peters and Waterson, (2004), to gain the greatest performance, employees should be closely involved in all aspects of the organization's operations. He said, "Involve everyone in everything". Echoing both Taylor and Peters, Creech (1994) advocated fully involving subordinates in organizational changes. He submitted that centralized control within an organization generally leads to failure and suboptimal performance. Longenecker and Leffakis (2002), posit that effective leadership is one overriding factor resulting in improved productivity in the modern workplace and thus they concluded that leadership seems to be the single most influential factor affecting productivity in today's workplace.

The Society for Human Resource Management found that poor management was the primary cause of low productivity (St. Charles County Business Record, 2005). An HR Focus (Human Resource Zeroes in on Productivity, 2005) study

cited “streamlining procedures and improving communications” as central to productivity improvement. Pomeroy (2006) indicated that “inefficient planning of work and organizational structure by management” followed by “poor management leadership in demonstrating and leading change” are the two greatest obstacles to productivity in U.S. corporations.

From the continuous quality improvement movement, Juran made a concrete connection between quality improvement and productivity improvement: “Thus the improvement in quality results directly in an increase in productivity” (Gryna, Chua, & DeFeo, 2007). Deming’s approach to total quality management showed direct impact on productivity enhancement as well. Among Deming’s 14 points are key elements to improve productivity, including institute training and retraining, institute leadership, break down barriers between staff areas, and drive out fear (Walton, 1986).

Walton, (1986), posits that Deming emphasized the role of fear in impact employee performance, thus “Fear takes a horrible toll. Fear is all around, robbing people of their pride, hurting them, robbing them of a chance to contribute to the company”. Ryan and Oestreich (1991) also described how fear impacts productivity noting that workers may begin to show the following traits: lack of extra effort; making and hiding mistakes; missing deadlines and budgets; poor problem-solving and work methods as well as a loss of creativity, motivation, and risk taking.

Ohemeng, (2009), asserts that active performance management has been identified by policy makers in many developing countries, under the current public sector modernization rubric as a ‘strategic’ tool in efforts to enhance individual and organizational effectiveness, and hence improve service quality.

Armstrong, (2009), assert that the practice of human resource management assumes that improved performance is achieved through the employees in the organization, who are thus considered as an important asset in any organization for better performance. Thus, unlocking employees’ full potential enables an organization to achieve unlimited output, efficiency and effectiveness (Torrington, Laura, & Taylor, 2008). Truong (2012), argued that if all employees are handled effectively, the results can be greater productivity and increased employee morale (Truong, 2012).

A. *Seventh-day Adventist Church Publishing Department*

The strength of any global or domestic institution is solely dependent on the information it has and how that information is used to farther its courses. The information that the Seventh Day Adventist church has is fully understood in its mission statement, which is to spread the everlasting gospel of Jesus Christ to all corners of the world. This message is spread through various means such as preaching, community services, among others. Apart from these means, one of the standing modes of spreading the Adventists information, forming the main strength, is publishing. The department of

publishing is one of the most important departments in the Seventh day Adventist church since the spread of the Gospel has been easier through the print media. In fact, Seventh Day Adventist Church was established through Literature Ministry. Keeping up with the pace of globalization, the publishing department in the Seventh Day Adventist organization has been able to reach the world through books promotions, printed journals, and other written materials that have been very crucial for the mission of the church. This has been made possible also because the pace of globalization is making the world to become smaller and smaller with each knowledge and skills advancement experienced every day. People purchase products from every corner of the world at home and delivery is done through Literature Evangelists.

The Publishing Ministries Department of the Division gives leadership to the work of the publishing departments in the Division, Home/Family Health Education Service offices, publishing houses, Adventist Book Centers, literature ministry seminaries, and literature evangelists. It serves as a resource center for development, production and distribution of literature, and the translation for printing of Ellen G White books. All denominational publishing houses are both church owned and church operated. The object of their establishment was for the furtherance of the work of the church; and it is therefore imperative that they be operated in harmony with the spiritual purposes, objectives, and principles of the Seventh day Adventist organization. Boards of management and the employees in these institutions, individually or collectively, are urged to make no attempt to alter or depart from the established principles or fundamental practices of the church in the conduct of its institutional work, except within the framework of approved church procedures. The denominational publishing houses are dedicated to the purposes and mission of the Church, and only those persons who are willing to support the religious objectives of the Church should be employed.

A consistently high performing workforce, according to Spreitzer & Porath (2012), is dependent on the attitude of the workforce in that happy employees produces more than unhappy ones over the long term. However, some employees have a natural tendency to adopt no matter the workplace environment since they build vitality and learning into their jobs and inspire people around them. The general point in this case is that their environment influences people.

Every organization desire to engage high performing employees as this would most like lead to the organization also having high performance. Employee performance is an important building block of an institute and factors which lay the foundation for high performance must be investigated by the organizations.

II. EMPHIRICAL REVIEW

A number of studies on employee performance have been carried out over the years. Such studies include Ikemefuna, (2012) workers in Nigeria; Tensay, (2014) in auditing firms in

France; Purang, (2011) Indian private Banks; Wainaina, (2014) banks in Kenya and Kiprop and Yego (2014) Kenyan private universities. All the studies reviewed were conducted in the non – faith-based organizations in the private sector. The lack of enough research on employee performance in religious organizations in Kenya brings about a gap that needs to be filled with a considerable research.

A. *The Concept of Employees' Performance*

An organization will invest in specific human resources in order to meet its objectives. An employee requires continual reassessment, evaluation and capacity building within the work context. This is to sustain performance at the expected level or surpass organizational expectations. A human resource is not an inanimate object. Human beings have feelings, emotions, opinions and frames of reference that are unique to each and every individual (Cronje *et al* 2001, Dowling, Festing & Engle 2008). Reassessment, evaluation and capacity building of individuals should therefore be interactive and participatory and strive to give information as well as elicit feedback between the employer and the employee (Armstrong & Murlis 2004; Becker *et al* 2011).

Rotundo and Sackett (2002) view employee performance as the ability of an employee to perform effectively in his job and it requires that he understands and has a complete and up-to-date job description for his position and that he understands the job performance requirements and standards that he is expected to meet. The supervisor should review the job description and performance requirements with the employee. Judge, Locke and Durham, (2007) observe that sometimes an employee's performance will not be consistent with the requirements of the position. If this happens and the normal motivation, teamwork and training do not bring performance to an acceptable level, a supervisor may use the corrective action process to help constructively bring an employee's performance to an acceptable level.

Sinha (2001) as cited in (Naharuddin & Sadegi, 2013) emphasized that employees' performance depends on the willingness and openness of employees on doing their job. Naharuddin and Sadegi, (2013), further, stated that by having this willingness and openness of the employees in doing their job could increase the employee's productivity leading to high performance. Nevertheless, Naharuddin and Sadegi, (2013), assert that regardless of the employee skills and experience, necessary resources to perform have to be made available for employees, tools and materials.

Foot and Hook, (2008) asserted that employees need to be given the ability to contribute to the performance of the firm together with the means and incentive to do so. Consequently, management should work in partnership with other employees for continuous and increased production through the use of involvement and partnership practices, (Foot & Hook, 2008). Foot and Hook, (2008), further posit that organizations should attempt to maximize their employee's contribution to the achievement of organizational goals so that employees have

the ability to add value through high-performance while at the same time directly benefiting employees themselves.

Mbithe (2012) argues that in order for the managers to help their employees to improve their performance, they should initiate activities which can help employees improve their weakness such as engaging them in training and development exercises to attain the required skills, and rewarding some employees' strengths to motivate them into adding more effort on their work and improve their performance. Mbithe (2012), further assert that organizations which are ignorant on employee performance might end up collapsing since managers do not monitor the achievements of their employee which might not relate to the set organizational goals and objectives.

Greenberg and Baron (2000) opined that there is a positive impact on the relationship between job performance and vocation of employees. Different from others scholars, Stup (2003) as cited in (Naharuddin and Sadegi, 2013), explains that the success of the employees' performance is based on certain factors such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitude. They also emphasized that a number of factors may be affecting the employees' performance where by each employee may have a different impact from different things at the workplace. Their attitude and behavior can play a vital role in their performance.

B. *Organizational Factors and Employees' Performance*

Altrasi (2014), posit that organizational factors are those elements within the organizational that describe and differentiate one organization from others such as training, top management support, leadership structures and patterns, policies, procedures and climate. Top management support involves the ability of an organization to engage in activities, attitudes, and behaviors that prove to support successful accomplishment of activities contributing to enhanced employee performance (Hague & Anwat, 2012).

Miao (2011) states that employees have an inherent need of being cared for and they require to be provided with the necessary support from management in terms of resources, approval, affiliations in order to encouraged performing well. Leadership style is critical to employee performance because leaders' actions are directed to provide the required necessary task related guidance and moral support to employees (Bodla & Hussein, 2009).

Beatrice, *et al.*, (2009) identified job training as an important strategy which improves employee performance through improvement of employee competencies. Employees without viable training programs are likely to fail because the organization does not provide opportunities for employees to practice and improve their knowledge and skills (Beckman, 2009).

Employees should be empowered with skills necessary to handle their tasks. Such skills should empower employees with the necessary expertise or abilities to skillfully handle specific tasks (Viscal, 2011). Managers also ought to create a working environment that encourages the training of weak employees in order to enhance their skills and help them contribute positively to the performance (Delise, et al., 2010). This is because training acquaints employees with technology, competencies, and skills which provide opportunities to practice and enhance their capabilities. Lack of training leads to poor performance, inefficiencies and ultimately it decreases profitability and productivity (Newton, 2006). Employee training has individual benefits of attracting new staff and retaining existing ones as well as pushing the abilities of employees to higher stages from their current situation (Mubashar & Muhammad, 2011).

Additionally, Peters and Waterson, (2004) have established that performance appraisals affect employee performance. Bernardin (2007) recommends performance systems to be maintained by monitoring performance of employees through periodic evaluations. Performance appraisal systems should be an integral part of the strategic human resource system. Data from this system should be a critical component at internal staffing decisions (promotion, retention or termination). Bernardin (2007) cites a study where he found that performance appraisals are a powerful tool for improving employee performance by discouraging ignorance at work and creating a high-performance culture. The results of the performance appraisals should be communicated to the employees through feedback mechanisms.

According to Bernardin (2007), performance appraisals affect employee performance by enabling employees know what is expected of them on the job and measuring the actual performance against the expected performance. Grant (2002) indicates that training helps employees understand what they actually experience and see at workplace. Batt, (2002), observes that motivation brings high employee involvement in organization activities and this enhances the perceptions of employees since they feel valued by the organization. Teamwork is influenced by one's psychological state and brings common commitment to performance hence affecting employee performance, (Grant, 2002).

Peters and Waterson, (2004) posit that employee performance appraisal is an important career development tool for the manager and employee. The manager can help guide the employee on the path to corporate advancement, and the employee gets a clearer understanding of what is expected from her in her daily job duties. Bernardin, (2007) points out that Performance appraisal have a wide variety of effects on employees' performance that managers must identify and understand. Employee performance appraisal can act as motivation for an employee to improve his productivity, (Peters & Waterson, 2004).

Kinicki, (2008) indicates that creating a comprehensive plan for employee development and giving employee goals to strive for will inspire a higher level of efficiency. Performance appraisals gives the employees a feeling of clarity and understanding that will help them better perform their job duties. Kinicki, (2008) equally reveals that motivated employees perform better.

Aichouni (2005) argues that teamwork has a dramatic effect on organizational performance. An effective team can help an organization achieve incredible results, with the output of the team far exceeding the individual talents of the team members.

III. SUMMARY

This study has developed a set of hypotheses that are considered to be vital in the process of developing a framework of organizational factors that can be adopted in order to improve on employees' performance.

H₁: Individual employee characteristics significantly impacts on the employees' performance

The individual characteristics that have been adopted for this study are age and individual training. A research conducted in Ethiopian Public organizations established age as one of the variables that determine employee performance (Gebregziabher, 2009). According to Gursoy, Maier and Chi (2008), individual characteristics include age, gender, physical activity, alcohol drinking habits, smoking habits and Computer Use Information.

Other scholars have also endeavored to identify the influence of individual characteristics on employee performance with positive results being recorded (Islam, Cheong, Yusuf and Desa, 2011). Robins (2008) identifies individual characteristics as qualities owned by someone who consists of the demographical characteristic variable, ability, and personality. The demographic characteristics cover: age, sex, marital status, number of dependents and service period. The personality characteristics cover: personality, attitude, and someone's need taken along into the work atmosphere. Individual characteristics are those features that shape employee behaviors that influence motivation and employee performance (Gursoy Maier, & Chi, 2008) states those individual characteristics are closely linked to employee performance, meaning that there is a significant effect of individual characteristics on employee performance. There are four characteristics of an individual as an employee in relation to work. Those four characteristics are: biographical, abilities, personality and learning (Musriha, & DraMsi, 2014). Most likely the relationship between age and performance is an increasingly important issue over the next decade, because there is a widespread belief that performance declines with increasing age (Goris, 2007). It was also noted that employee performance increases with age up to some point beyond which it decreases (Mekonne, 2014).

Therefore, working on character abilities that can be observed is the capacity of individuals to complete various tasks in a job that includes intellectual abilities, emotional skills and physical abilities (Khan, Kashif-Ur-Rehman, Ijaz-Ur-Rehman, Safwan, & Ashfaq, 2011). Personality characteristics are a composite of all the ways in which individuals react and interact with other people (Khoreva, 2011). So, it is the personality of the integrated self-image and is the total of intra-psychical forces, which create a unique human being, with a specific behavior (Tung, Baird, & Schoch, 2011). While the characteristics of learning occur at any time and chance, learning is any relatively permanent change of individual behavior that occurs as a result of life experiences.

H₂: Talent development significantly affect employee performance

An organization that wants to strengthen its bond with its employees must invest in the development of their employees. It entails creating opportunities for promotion within the company and providing opportunity for training and skill development that let employees to improve their employability on the internal and the external labor market (Meyer & Smith, 2003). They argue unambiguously that organizations will do a better retention job by spending more resources on training and development.

An organization that provides education and training will be more competitive and productive and will win the loyalty of its workforce. Robert Half International, Inc. conducted a study that examined why people leave their jobs. The results showed that more often people leave for advanced career opportunities and development and not necessarily for monetary factors such as compensation. Career development is important for both the organization and individual. It is a mutual benefit process because career development provides the important outcomes for both parties (Wright, Gardner, Moynihan, & Allen, 2005). It is an effective way to enhance employee retention.

Career development constitutes a visible investment that the company makes in the worker, providing him or her with new skills, and greater competencies and confidence. It often leads to work that is more intrinsically rewarding. Ongori & Agolla (2009), contend that lack of personal growth in organizations results in career plateau which in turn leads to increased employee's intentions to quit. Many employees find themselves in jobs that offer them limited mobility opportunities in terms of upward movement in the organization. Career plateau is thus seen as a major contributing factor to employees to quit in organizations. Human Resource professionals thus have a greater responsibility of managing career plateau and hence minimize employee turnover. According to Yamamoto, (2006), plateau employees are likely to have higher labour turnover because they want to advance their careers elsewhere in the environment. Studies have shown that employee who have attained plateau have a high degree of intention to quit the

organization employment due to reduced opportunity in the present organization.

Taylor (2004) concluded that the dramatic difference in higher rates of job satisfaction for employees in small companies relative to large companies could be attributed to the extent of workplace learning opportunities available in small companies. Yamamoto (2006) observes that if employees feel they are not learning and growing, they feel they are not remaining competitive with their industry peers for promotion opportunities and career advancement. Once employees feel they are no longer growing, they begin to look externally for new job opportunities.

H₃: Reward significantly impact on employee performance

Reward is something that an organization gives to the employees in response of their contribution and performance. A reward can be extrinsic or intrinsic, it can be a cash reward such as bonuses or it can be recognition such as naming a worker an employee of the year. The extrinsic rewards are the most tangible, such as salaries, bonuses, promotions etc., yet these incentives alone are not enough. Employees judge the quality of their job in the intrinsic satisfaction. Using intrinsic rewards to increase employee commitment and retention is achievable in any organization. While it is both an art and science, it has basic component of human nature that are fundamental. When these intrinsic approaches are understood and ingrained in the organization's culture, productive employees remain. It has been asserted that, when pay and benefits are comparable to the market, it is the intangibles that make for a dedicated workforce (Yamamoto, 2006).

Reward is something that an organization gives to the employee so that the employees become motivated for future positive behaviour (Ongori, & Agolla, 2009s). In a corporate environment, rewards can take several forms. It includes cash bonuses, recognition awards, free merchandise, and free trips. It is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued (Brayfield & Crockett, 2005).

Recognition and reward programs are an important component of an employee retention plan. The importance of these kinds of program is rooted in theories of positive reinforcement. By saying "thank you" to employees for a job well done or a pat on a shoulder to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make it successful (Brayfield & Crockett, 2005). People who feel appreciated are more positive about themselves and their ability to contribute; employees who understand how their efforts contribute to the success of the organization overall are the most engaged, and therefore the least likely to leave.

H₄: Organizational structure significantly impacts on employees' performance

Choi, Kwak, and Choe (2010), emphasized that organizational policies and Human Resource practices in quest of employee retention will outperform the competition. Brayfield & Crockett, (2005), categorically explained the significance of human resource policies and its impact on employee retention. Similarly, proficiently planned and well-executed employee retention program enhances productivity and reduces employee turnover expenditures. Human Resource policies with respect to stimulating performance evaluation mechanism, performance-based reward mechanism and career growth and promotion opportunities affect worker's decisions of either staying or leaving a job. Employees always look for career growth opportunities and, in this context, Human Resource policy functions stimulate employees to stay in the current job. Large number of researches has been conducted on the role of Human Resource policies in mitigating voluntary turnover, and in each of the studies, the conclusion is that Human Resource policies go a long way to affect employee performance.

Employee performance appraisal is used to measure employee workplace performance and improving performance. It is asserted that the impact of fair performance appraisal process on employee retention is positive as Brayfield and Crockett (2005) contends.

H₅: Training significantly impact on employee performance

According to Jackson, (2007), training is a process through which individuals are assisted to learn a skill or a technique. Graham and Bennet, (2008) argue that training has an important function of utilization and motivation of organizational employees. Bernardin, (2007) says that training is a systematic, intentional process of developing specific skills and influencing behavior of organizational members such that their resultant behavior contributes to organizational effectiveness. Bernadin, (2007) continues to define training as any attempt to improve employee performance on a currently held job or one related to it. Training has been viewed positively by employees and about two-thirds of employees, regardless of age and gender, view training as important in employee performance, (Bernardin, 2007).

Grant, (2002) holds that training is the overwhelming important productive resource. Indeed, the value of people lies primarily in the fact that they embody knowledge. Grant, (2004), makes the case that the management of knowledge through training is largely one of the ways through which organizations are able to learn and adapt more quickly than competitors.

Rotundo and Sackett, (2002), argue that companies can reap the rewards of providing training for their employees because well-trained workers help increase productivity. Investing in employee training should improve worker retention rates and customer satisfaction. Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce. Training can also enhance morale on the job and loyalty to the company.

Workers who believe their company offers excellent training opportunities are generally less likely to leave their companies within a year of training than employees with poor training opportunities, (Judge, Locke & Durham, 2007)

H₆: Motivation significantly impacts on employees' performance

Staff motivation improves employee performance by creating a favorable environment for work and gives employees positive attitude and morale towards work (Grant, 2002). Luis, and Robert, (2004) posit that the job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that's easier said than done since motivation practice and theory are difficult subjects touching on several disciplines. Luis and Robert (2004) argue that in spite of enormous research, basic as well as applied; the subject of motivation is not clearly understood and more often than not poorly practiced. Batt, (2002), observes that motivation brings high employee involvement in organization activities and this enhances the perceptions of employees since they feel valued by the organization. Teamwork is influenced by one's psychological state and brings common commitment to performance hence affecting employee performance, (Grant, 2002).

Khankar (2007) defines motivation as one's willingness to exert effort towards accomplishment of goals. It is willingness to exert high levels of efforts towards organizational goals, conditioned by efforts ability to satisfy some individual needs. This accounts for an individual's intensity, direction and persistence of effort towards attaining a certain goal.

Motivation can either be intrinsic or extrinsic. Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Intrinsic motivation is related to psychological rewards such as opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner (Spector et al, 2004).

People's behavior is determined by what motivates them, their performance is a product of both their level of ability and the level of motivation (Spector et al., 2004). It is clearly evident that if the manager is to improve performance of work in an organization, attention must be given to the level of motivation of its members.

H₇: Leadership Style significantly impact on employees' performance

A leader is the one who gives life to an organization; he takes care that purpose of an organization for which it was made is fulfilled; in short, a leader who is capable is one who is able to move the organization to the direction he imagines and sets. By having certain leadership competencies and skills, a leader should have ability to adapt different leadership styles and behaviors to achieve organizational goals and objectives,

through enhanced employees' performance, (Mosadegh & Yarmohammadian 2006). Good and effective leaders matter to the overall performance and well-being of the organization and its members; they also matter to other stakeholders of the organization, such as the customers and the society at large. In other words, effective leadership is a corner stone in life, in general, and in achieving organizations' success, in particular.

Leadership is a central feature of organizational performance. This is an essential part of management activities of people and directing their efforts towards the goals and objectives of the organization. There must be an appropriate form of behavior to enhance performance. Leadership might be viewed in terms of the role of the leaders and their ability to achieve effective performance from others. Akinboye (2005) defines leadership as leaders inducing followers to act for certain goals that represent the values and the motivations, the wants and needs, the aspirations and expectations of both leaders and followers. The most important dependent variable in industrial and organizational psychology is job performance.

Every leadership style is designed to test the direct and indirect effect of leadership on employee performance. Employees require good structures in order to gain the necessary guidelines operating procedures and methods to perform the work and give feedback (Bass & Bass, 2008). In need for social support, employees expect their leaders to provide them with emotional, psychological, and moral support (Yukl, 2011). The style of leadership explains the behavioral and exchange process in which a leader performs certain actions to influence employee performance (Walumbwa & Webber, 2009).

There is a positive relationship between the leadership style exhibited by the leader to influence followers in task performance by providing the necessary social support and employee performance (Kim, Tavitiyaman & Kim, 2009).

According to Keller (2006), employees will give their best if the organization has good expectations from them and if people feel that employers are not appreciating them for their good performance then they will feel demotivated. Additionally, Keller, (2006) assert that if an employer is not giving feedback on a good performance it will create a communication gap and ultimately the employee will feel overlooked and his performance will decline.

Finally, Keller, (2006) posit that effective leadership and good management promote team work and help to achieve individual and group goals and thus improve employees' performance. Leaders have to keep up performance, sustaining existing performance while keeping eyes on performance indicators, leaders encourage creativeness and boost up their confidence, as such a leader plays an important role in enhancing employee performance and sensation of the organization.

IV. CONCLUSIONS

This review has established that both employee and organizational performance are critical elements of organizational success. Additionally, the review has established that several factors significantly affects the employee performance in an organization.

According to various researchers there is a positive relationship between HR practices and employee performance (Gould-Williams, 2003; Tessema & Soeters, 2006) and organizational productivity (Qureshi, Akbar, Khan, Sheikh & Hijazi, 2010). Research done by Shahzad, Bashir, and Ramay, (2008) as well as that done by Tassema and Soeters, (2006), concluded that various HRM practices play an important role in manipulating the employee performance.

Other studies have established that workers' performance is significantly affected by other factors such as training, motivation, career development, recognition and leadership (Ikemefuna, 2012; Tensay, 2014; Purang, 2011; Wainaina, 2014; Bernardin, 2007; Kinicki, 2008; Batt, 2002).

Other intrinsic organizational factors that affect employees' performance include employees' positive thinking, willingness and openness of the employees (Kiprop & Yego, 2014; Sinha, 2001; Naharuddin & Sadegi, 2013). Good expectations from the organization has also been established to have a positive impact on employees' performance (Keller, 2006). Additionally, teamwork has also been shown to impact on the employees' performance (Aichouni, 2005).

Additionally, studies have established that performance appraisals affect employee performance (Peters & Waterson, 2004; Bernardin, 2007; Grant, 2002)

V. RECOMMENDATIONS

For organizations to enhance employee performance and improve their productivity both as individual employees and the overall organization, there is a need to focus on improving their training programs so as to address the immediate and future employee skills and knowledge requirements. Organizations should also enhance their employee motivation programs, career development initiatives, and recognition systems. Organizations should also enhance their performance appraisal systems and organizational leadership structures and skills.

Additionally, organizations should inculcate positive thinking and attitude as well as a culture of openness. Teamwork and willingness to enhance performance in their employees in order to enhance their performance.

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