

**EMPLOYEES' PERCEIVED FACTORS AFFECTING STRATEGIC
PERFORMANCE CULTURE AT THE BETTING, CONTROL AND
LICENSING BOARD IN KENYA**

BY

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DECLARATION

I declare this is my original work and that it has not been submitted for examination in this or any other university.

Sign..........

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The research project has been submitted with my approval as the University supervisor

Sign..........

Date.....14/11/2012.....

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DEDICATION

This project is dedicated to my parents who put in us the sense of education and to my daughter Mercy to encourage her focus on pursuing her dreams.

ABSTRACT

Achieving performance excellence is a continuous dynamic process and various organizations are employing diverse strategies to achieve high performance levels. High performance culture in an organization creates staff commitment to the organization's success but to sustain the culture, it requires a continuous evaluation of factors that affect its sustainability. The study investigated factors that employees perceive to be affecting strategic performance culture at the Betting, Control and Licensing Board in Kenya. The study was a census survey and the target population was the two hundred employees of the board in Kenya. Primary data was collected by use of statements that respondents were required to indicate their level of agreement on each of the variables' aspects. Descriptive statistics was used for the analysis to get the weights of various aspects and frequency distribution presented the information in a more understandable way. The findings were evident that board's employees perceive aspects of board's leadership and management, the strategic planning process, employees' of alignment , rewards, reinforcement and recognition program, and the existing organization culture as factors perceived to affect strategic performance culture at the board . At the same time employees are not sure of the effect of some variable aspects presented. Based on the findings, one may conclude that many aspects in the organization need to be looked to change employees' attitude and also educate most of the employees towards having positive perception to reduce the indecisiveness among employees.

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ACROYNMS AND ABBREVIATIONS

BCLB: Betting, Control and Licensing Board

CSR: Civil Service Reforms

G.O.R.K: Government of the Republic of Kenya

RBM: Result Based Management

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Public and private sectors in the modern times are experiencing pressure from their customers' who are demanding high performance levels and efficiency in service delivery. Performance culture has not been an explicit focus of corporate studies (Risher, 2007) but in the modern organization environment, high performance culture is a priority. Ballemer (2009) comments that through performance culture employees achieve the creativity and innovation that enables the organization achieve its goals and satisfy its stakeholders. Organizations cannot survive if performance driven culture is not a concern (Risher, 2007) making performance culture the greatest single source of competitive advantage for any organization.

Organization keen to on achieving performance excellence and improving employees' productivity levels are adopting superior strategies (Lear, 2004). Achieving a performance culture enables employees to work more effectively and efficiently as opposed to working harder because as William (2002), the vision to generate remarkable results has little to do with working harder but results from efficiency .It is a strategy being used to generate remarkable results through tapping employees' engagement and commitment to organizational goals by many organizations and especially to reform the public sector (Aziza and Joey, 2005).Working more effectively as Waal (2007) argues ,means generation of more revenue ,achieved through continuous reflection on management practices that result to high levels of performance.

The Civil service of Kenya is aware of the changes in its environment and has been making efforts through various reforms that kicked off in the 1990s to achieve a performance culture (RBM, 2007). Kenya Vision 2030 for instance acknowledges the fact that there is need to have fundamental shift from the 'business as usual to business unusual' to successfully achieve Vision 2030. More than ever, as Olouch (2006) observes, the Kenyan public sector is determined to increase performance efficiency. Marwa (2009) notes that while noticeable progress has been made in pursuit of performance oriented civil service, there are still obstacles that hinder achievement of superior service delivery. He argues that a holistic approach to engraining a performance oriented culture to support the desired changes is yet to be achieved and new ways of enhancing performance through employee engagement and commitment need to be devised

1.1.1 Concept of Employee Perception

Perception according to Saha (2008) is an influential phenomenon as employees usually act upon their perceptions. He argues that employee perception acts as a critical component in the work place today and it plays a key role in employees' performance. Robbins (2004) defines employee perception as 'a process by which individuals organize and interpret their impressions in order to get meaning of their environment' (2004, p 132). He argues that perception is not necessarily based on reality but on individual's view of a particular situation. He adds that in dealing with employees' behavior, perception becomes important because employees' behavior is based on their perception

of what reality is not on reality itself. Robbins (2004) argues that without perception, nothing can be done in the organization and a perception that is accepted by all is paramount for high performances.

Mowday et al (1982) breaks down factors influencing employee perception into situation, perceiver and the target categories. The situation category includes factors as time, work and social setting. The perceiver category includes the attitude, motives interests, experience and expectations. The third category is the target which includes factors as the novelty, background, proximity and similarity .Longurasia (2008) explains that when employees interpret or perceive the outcome of the factors as fair, they are more likely to engage in working relationship that exceeds normal expectations of the performance. Mowday et al (1982) adds that positive perception develops commitment slowly and consistently over time which is reflected in employees' acceptance of the organization goals.

1.1.2 Strategic Performance Culture

Johnson and Scholes (2007) argue that being strategic is a broader focus and identifies ways to impact on various issues in the organization. In strategic performance culture, Lamb (2007) notes that there is a road map that requires the organization to plan ahead to have every aspect of the organization working jointly with a focus to performance excellence that culminates to higher employee productivity and quality service delivery to stakeholders. This is achievable only when employees internalize the organization's vision, mission, goals and the core values (Clemmer, 2008) and thus perform without

being coerced or monitored, providing a framework that measures organization's maturity in use of their performance management practices.

Sullivan (2008) notes that a strategic performance culture unlike other corporate cultures is consciously planned, and requires all employees to have a shared vision and working as a team. Rather than revolving over time, Clemmer (2008) adds that it is a deliberate effort by the leaders and senior managers to ensure that every process, system and employee focus on results and anything that runs counter to effective performance is redesigned or eliminated. Lamb (2007) adds that performance culture is not just arrived at, but it is achieved through putting in place effective management systems that provide a framework for managing both organization and employee development. He adds that it is not a single program but instead a total culture that emphasizes performance excellence in every aspect of the organization.

1.1.3 Factors affecting strategic performance culture

Performance culture according to Lamb (2007) is a holistic approach to achieving performance excellence and factors that affect performance culture cuts across organizations. The culture encompasses almost every aspect of an organization work environment. Clemmer (2007) argues that producing remarkable results begins by preparing the work environment. Resources and processes if not carefully planned and expertly managed greatly affect performance culture of any organization, (Breitbart and Brown, 2007). Leadership and management issues define the unique performance

character of employees because as Clemmer (2007) puts it, high performance cultures and leadership are closely related.

A compelling strategic plan as Breibart and Brown (2007) argue gives performance culture its direction and its effect depends on how it is developed, internalized and actualized in the organization. Guest and Conway (2002) argue that performance culture is attained and sustained when employers recognize employees as the most valuable asset in the organization and thus treat them as such through rewards, reinforcement and recognition systems. Existing organization culture plays a critical role in influencing performance culture as Alexander (1999) and Schein (1992) note as it greatly influence and shape employees' behavior.

1.1.4 Betting, Control and Licensing Board (BCLB)

BCLB is a regulatory Board established by an Act of Parliament Chapter 131 Laws of Kenya of 1966, revised in 1991. The board is entrusted with the regulation and control of the Gaming, Betting, Public and Private Lotteries as well as any form of prize competitions in Kenya. Regulation involves the authorization of the said activities by licensing, issuing of permits and controlling how the activities are run to comply with the government laws through direct supervision and inspection. It also entrusted with the prevention and eradication of unlicensed and unpermitted related activities.

The Act empowers the Board to enact and develop relevant policies for the regulation and control of stated activities. These policies are implemented by board's employees who

are civil servants referred to as Government Gaming Inspectors, headed by a Director who is the senior most civil servant in the Board. The employees despite being under a Board of Directors also are governed by the rules and regulations of the public service commission of Kenya. The board has a workforce of two hundred employees who are distributed nationwide to enable the board achieve its vision of being a 'World Class Gaming Regulatory Agency in Africa'. The board has stations at Nairobi, Mombasa Malindi, Nakuru, Eldoret, Thika and Kisumu with Nairobi being the headquarters. This vision can only be realized with employees' commitment and a desire to exceed the set out individual and board's goals.

1.2 Research Problem

Achievement of high performance levels in the public sector as noted by Mulei (2009) has always been a major concern to governments, civil society, development partners and citizens at large. Clemmer (2007) notes that a few countries such as the North Carolina and Australia have been successful in transforming the performance of the public sector through achieving a sustainable performance culture .He argues that the culture has made the countries more responsive to rapid changes , more fluid and adaptable to their environments. Instilling the performance culture, Ballemer (2005) argues that the employees develop a sense of self improvement, erasing the 'business as usual' mentality. Hall (2007) notes that employees gain satisfaction from their jobs and desire to continuously improve performance, exceed expected targets and achieve remarkable results.

BCLB being a regulatory agency has experienced technical, social and economical changes that have called for the urgent need of the board to move to higher levels of performance in order to achieve its vision. Several indicators in the board and among the employees point to the fact that result oriented high performance workforce is yet to be realized .The problem indicators include absenteeism from work stations, low quality work, low productivity, resistance to embrace technological and management changes, lateness, integrity issues among employees, high rate of complaints by employees, and a general lack of passion and commitment usually expressed during the informal conversations and practices.

This research study has been born in view of the above problem statement at the board. Prior studies that have been carried out in relation to enhancing organizational performance but to the best knowledge of the researcher, no research has been done on performance culture and especially in relation to the civil service sector of Kenya. Nginyo (2010) and Otieno (2010) studied performance management practices focusing on Kenyan Insurance companies. Abdi (2008) cited unsupportive organizational culture as a hindrance to high performance levels in reference to postal corporation of Kenya. Olouch (2006) and Mulei (2010) researched on diversity management practices and critical success factors on enhancing corporate performance at commercial banks of Kenya respectively.

The cited studies make no reference to factors affecting strategic performance culture and were carried out in different working and environmental conditions different from that of

the Kenyan civil service. It is also a known fact that research findings keep changing with time and conditions and the more that is known on the factors affecting organizational ability to attain sustainable performance, the easier it becomes for organizational to focus on their road to performance excellence. This knowledge gap necessitated the study seeking to highlight the various perceived factors affecting strategic performance culture. The research question was 'what are employees perceived factors affecting strategic performance culture at BCLB?'

1.3 Research objective

The research objective was to determine the perceived factors affecting strategic performance culture at BCLB.

1.4 Significance of the study

The study highlighted the various factors that hinder civil servants from achieving peak performance and thus will be useful in enabling the government and the public service commission in development of policies that create an enabling environment for civil servants to achieve high performance levels. The study benefits the Civil Servants with the opportunity to perform meaningful work in an environment that supports their personal success. The findings will highlight some of the qualities the government should look into when constituting board of directors to lead an institution and this will in turn increase civil servants efficiency levels.

The study findings are an insight to how the employees perceive their leadership and the management team and therefore should enable the two groups to develop a closer working relationship that encourages high performance. The findings provide feedback to the managers on how to package information provided by the employees that in will encourage flawless communication.

The study findings will also contribute to the existing knowledge on performance culture. The research may also interest scholars who will find the study as a basis for further research as a lot still needs to be discovered on performance culture including researching on how build a sustainable performance culture in organizations. The study is a step towards a deeper understanding of performance management in organizations and should therefore contribute to future knowledge that will enable academicians and the government to better understand the different issues surrounding attaining performance culture which is increasing became essential for many organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the information from other researchers that has been documented related to performance culture. The specific areas covered are issues surrounding performance culture, its characteristics and benefits, and the factors that affect the culture.

2.2. Performance Culture

Achieving high performance levels is the ultimate goal for any employer as this brings enormous benefits to the organizations. Armstrong (2001) points out that performance management is continuous processes which reflect good management practices of leadership, monitoring and measuring performance as well as taking action accordingly. Grouw (2000) notes that, improved performance is manifested through among other things delivering quality and timely services to customers, increased wealth, reduced reliance and dependency on management in decision making and presence of accountability and transparency. Hall (1982) argues that a performance culture can be said to thrive where employees do not need be motivated to perform but rather perform up to their potential because they believe in their ability to achieve results drawing strength, passion and energy from within themselves.

Rice (2007) argues that the culture produces leaders at all levels of the organization with a new found confidence and self awareness because employees move away from the

business as usual mentality of doing things and become more intentional about maintaining and supporting individual and organization success. This is because in a performance culture there is shared accountability, an environment that encourages employees to feel ownership of both the organization's bottom-line results (Clemmer, 2007). According to Ballemer (2005), employees develop the desire to excel by generating remarkable results through working more effectively with creativity and innovation.

Breibart and Brown (2007) argue that performance culture is more than creating the right processes and procedures of management. It requires the support of every person in the organization from boardroom to shop floor. It also requires a shared belief in the vision of the organization and the capability of the employees to achieve it. As a result Rice (2007) notes that the culture provides a fixed point of reference and stability, enabling the employees remain focused and aligned when the environment constantly shift due to market pressure. Clemmer (2007) argues that the culture becomes a strategy to compete in the world market by attracting and retaining business with quality service delivery.

Performance culture organizations according to Clemmer (2007) embrace, adopt and implement changes as their environment change, empower employees and have cross functional organization communication. Risher (2007) adds that performance culture embraces open, honest and flowing communication channels as opposed to presence of hidden agendas. There is a high level of trust and confidence with a focus on long term quality service and excellence. Lear (2004) adds that the organizations are customer oriented and externally focused with employees having a "can-do" spirit or attitude. This

implies that employees take personal responsibility for their duties and believe in their abilities. Lear (2004) notes that the culture prevents bad business practices and behavior attracting employees and clients with good intentions as it weeds out leaders and employees who do not live the core values. According to Waal (2007), performance culture is recipe for innovation and risk taking as the culture creates an enabling work environment that encourages employees to use their talents.

2.3 Factors affecting performance culture

There are key factors that various researchers believe affect performance culture in an organization, which according to Friesen (2001) must be given continual attention to ensure success or achievement of a sustainable performance culture. Breibart and Brown (2007) argue that how an organization develops its strategic plan greatly affects its performance culture because it determines employees' commitment to the strategic plan. Clemmer (2007) argues that organizations on their road to excellence pull together the intangible leadership issues rallying employees around a deeper sense of purpose. He emphasizes that performance culture and leadership are closely related with management systems providing the focus needed to align every process, system and resource in order to achieve excellence.

Breibart and Brown (2007) sights a compelling vision, empowering climate, inspirational leadership, innovation, employee development, a can do attitude, goal orientation and shared values as the key elements that affect performance culture. Rice (2007) sights alignment of employees and continuous modeling of the organization culture as some of

factors that affect performance culture if not continuously monitored. Alexander (1999) adds that organization culture is a key contributor to an organization on its road path to performance excellence and it is important that an organization's culture is scrutinized for fitness and improvement potential. He adds that scrutiny of the existing organization culture gives an indication whether it is a catalyst for a sustainable performance culture.

2.3.1 Leadership and Management

Every aspect of performance in an organization is determined by the quality, effectiveness and commitment of those in charge. Waal (2007) notes that those in charge not only set performance culture in motion but also set the atmosphere to maintain the momentum that ensures ongoing sustainability of the culture. Breibart and Brown (2007) argue that the most effective way to set the motion is through the medium of inspirational leadership since individuals cannot be coerced into consistent, high performance. Rice (2007) concurs that high performance culture depends on the ability of leaders to inspire employees. Leaders are champions and role models, comments Risher (2007) and argues that leaders across organization need to explain repeatedly why performance is necessary, its impact on the organization, and its effect on the employees.

Hill (2007) argues that leaders and managers can get employees think in similar mind sets through managing, creating and sharing knowledge, for this is an important ingredient for an organization on the road to excellence. Presence of cascaded strategic priorities as opposed to everything being done at the top level is a powerful factor in performance culture leadership styles according to Hill, (2007). He adds that leaders exercise flexible,

fluid and rapid response, eliminating rigid policies and encouraging a win/win situation as opposed to win / lose situation to problem solving. Leaders' ability to maintain the right balance between making decisions and disciplined flawless execution according Ballemer (2005) enhances performance culture. He emphasizes that leaders of high performance culture organizations while insisting on outstanding returns from today services and operations, they also invest heavily in what it will take to be a game changing innovator in the future. Along the way, new ways of thinking are developed in the organizations that embrace creative and deep commitment to flawless execution (Thomas and others, 2007) as leaders commit to performance excellence.

Leaders and managers in performance culture organizations obsessively identify and multiply talent (Craine, 2002) and he argues that failure to invest quality time recruiting, inducting and developing employees has a negative effect on the employees' way of performing .Performance culture leaders and managers lead the change to acquire, develop, assess and retain talent. They demonstrate a keen awareness and farsightedness on employees' talent and look for ways to multiply their potential by publicly placing employees with high potential in critical positions or to head of important initiatives, according Hall (1982) .He argues that this is a much better way of challenging employees with assignment that provide some stretch rather than leaving them for extended periods in positions that fail to draw on their full potential. Explaining the criterion for such decisions is important too as it encourages the other employees. Grouw (2002) adds that management focusing on employees' development priorities and programs enables

employees discovers their full potential thus developing a sense of belongingness to the organization.

2.3.2 The Organization's Strategic Planning process

A performance culture gets its direction from the organization's strategic planning process, notes Freisen (2001). He adds that in performance culture organizations, strategic planning process produces a compelling and appealing vision, mission, core values and key objectives and employees at all levels are involved in the process. Clemmer (2007) notes that a strategic plan defines an organization's future and stimulates passion that motivates employees to maximize their productivity. A compelling vision according to Breibart and Brown (2007) act likes magnet, pulling everyone towards it. It motivates employees and they are compelled to work to achieve it. The benefit it brings is not only to the organization but also to the employees. Hill (2007) adds that the creation of such a vision calls for involvement of employees in its development to build ownership and leave everyone without doubt of the desired future state of the organization

Clarified mission, Rice (2007) notes is a natural step to organization evolution. The clarification points to how the organization will achieve its vision and crystal clear how to contribute to future success. High performance culture in clarifying their mission look from inward, not outward and avoid benchmarking with other companies to determine what the organization stands for, notes Waal (2007). Ballemer (2007) notes that

clarification instills into the employees mind the organization reason for existence, giving strategic intent and priorities and sets out the organization obligation to its stakeholders.

Key objectives are clarified by specific metrics that define success in measurable terms notes Sterner (1979). He adds that everything that is important to achieving the vision is measured so that progress toward meeting objectives is continuously monitored. In high performance culture, objectives are continuously communicated throughout the organization. Key objectives assign responsibility to employees by putting in place measures that define performance expectations. Core values as defined by Craine (2002) are the criteria that an organization uses to make decisions and they lead employees to behave in a particular way. Core values in performance culture environment are shared and leaders act as the role models for the rest of the organization.

2.3.3 Alignment of employees

Alignment is defined by Ballemmer (2005) as the optimal state in which strategy, customers and key processes work in concerted effort to propel growth and quality services and where there is alignment, all employees have a shared purpose .They are aware of how their contribution drives the core strategies of the organization toward accomplishment of its purpose. Clemmer (2007) defines it as the process of linking organizational goals to employees' personal goals in order to achieve employee engagement and higher satisfaction. Misalignments greatly affect performance culture according to Lamb (2007), a situation where employees are not doing what they are capable of doing and they are not engaged effectively.

Craine (2002) notes that performance culture organizations recognize the power for effective employee alignment and encourages employees to have self awareness that make them know the kind of worker they are and also realize what the employer expects from their contribution to the success of the organization. Lamb (2007) emphasizes that it helps employee reflection and connection to the organization vision, and provide a framework for employees to discuss their insights with their managers. Clemmer (2007) argues that self awareness in the work place boosts employee commitment towards the organization strategic plan. Commitment is defined by Lamb (2007) as a strong identification and is reflected in employee's acceptance of organizational goals, willingness to work effectively and the desire to excel with the organization. Employees who have greatest clarity about their personal values have the highest degree of commitment to the organization (Posner and Schmidt, 1993).

Employees in performance cultures feel effectively engaged in their work place due to the commitment developed by the self awareness notes, Craine (2002) as they understand the organizations' values and thus develop engagement to organizational mission and goals, leading to a higher level of satisfaction and contribution. Hill (2007) adds that performance culture organizations recognize the power in effective alignment of employees with organization's values and practices. It is worthy aligning employees to such organizational practices strategic planning, performance targets, organizational structure, recruiting and orientation, performance appraisals and customer relations, notes Hill (2007).

2.3.4 Rewards, Reinforcement and Recognition program

An effective reward, reinforcement and recognition program is a key factor that affects performance culture, according to Clemmer (2007). He notes that employees need tangible feedback in order to know when they are doing a good job. Achieving top performance culture requires a deeper appreciation program (Risher 2007). A culture of recognition respects differences in individuals, their motivation and their driving forces, notes Lamb (2007). Employees are recognized in ways that are meaningful to them as time off, developmental opportunities and special assignments making the program innovative and creative.

While pay for performance in cash reward is often a centerpiece of rewards package, the program goes beyond cash compensation in high performance culture, notes Risher (2007). An effective program offers a competitive total compensation package to its regular full time employees and also with a number of rewards and recognition in place to acknowledge special achievements and outstanding service. Swanson and Holton (2001) advise that compensation program should be customized to support the achievement of organization goals, offering significant rewards to employees who contribute to organizational goals achievement. Alongside the rewards, the real consequences for poor performance should be stated. Swanson and Holton (2001) note where there is no real consequence of poor performance employees interpret it to imply that poor performance is tolerated. Lear (2004) emphasizes that failure of meeting

performance expectations prompt actions through developing a performance improvement plan.

In the process of having a recognition culture, an empowering work climate is achieved that creates a sense of responsibility amongst employees. Breibart and Brown (2007) describe an empowering work climate as the shared perception amongst employees, set by the way they are treated by their superiors. Craine (2002) notes an empowering climate is achieved through eliminating blame culture and developing high level of trust within the organization built through fully implementing, utilizing and communicating the program to all employees. Hill (2007) advises that such accountability helps the organization to hold on to valued employees. He adds that it is often communicated to potential employees as a recruitment tool and to existing employees as a tool of promotion and retention thus enhancing performance culture.

2.3.5 The Organizational Culture

Alexander (1999) argues that a key contributor to organization performance culture is the organizational culture, a fact that is justified by various studies. Kotter and Heskett (1992) add that there is a strong justification for considering organization culture as a one of the factors affecting performance culture. Alexander (1999) advises that as leaders and managers examine and re-think their business models of improving delivery services, all culture components should be scrutinized for appropriateness fit and improvement potential. Lamb (2007) argues that every organization has a culture which is manifested in all aspects of its life and employees' performance behavior patterns and employees

depend on culture as it gives them stability, security, understanding and the ability to respond to a given situation (Maister,1997)

Kotter and Heskett (1992) identify contribution, candor and constant learning as elements of an organizational culture. Contribution element recognizes the actual value added by employees, values results more than hard work, employees takes personal responsibility for their actions and there is tolerance of employees' differences in their line of duty. Candor element of culture encourages effective communication channels where employees express their views even when they contradict those of their superiors, routinely reflect on their progress and regularly observe and reward exemplary performers to fuel improvements and commitments. Alexander (1999) notes that constant learning elements make an organization actively listen, understand, open to ongoing changes and align with issues and feelings of all stakeholders.

A healthy organization culture that is supportive of the organizational strategies will enhance its performance culture as it provides commitment and engagement (Rice, 2007). Such a culture revolves around shared values and accountability providing meaningful and emotional connection to workforce which translates to commitment. Schein (1992) emphasizes that a healthy organizational culture encourages innovation and risk taking, prevents bad business practices and behavior, provides a point of reference and stability during periods of great change. According to Waal (2001), team work is a key feature of healthy organizational culture as it encourages information sharing among the employees.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research methodology that was used to carry out the research. It describes the research design, the population, research instruments, methods of data collection and analysis.

3.2 Research Design

The study was based on employees' subjective assessment aimed at determining the perceptions of factors and as such a descriptive census survey design was the most appropriate. This was an appropriate design since it is an excellent way of assessing the attitude, feelings, knowledge, beliefs and perception from different employees. Mugenda and Mugenda (1999) notes that a descriptive survey seeks to obtain information that describes existing phenomena. Census is used where the population is small and a representation of every unit is essential. This design enabled the researcher have the views of every employee across the organization. The design allows flexibility required to get useful information and also eliminates biasness in representation as every element is represented.

3.3 Population of the study

The population of the study targeted the two hundred (200) employees of the board. The employees are distributed in the stations of the Board countrywide. The employees work

in stations located in Nairobi, Mombasa, Malindi, Nakuru, Eldoret, Thika and Kisumu towns of Kenya. In this case the whole population was studied with no population parameters variation.

3.4 Data collection

The study used questionnaires to collect the required data which had two sections. Section A had the respondents' profile. Section B contains questions pertaining to the perceived factors that affect strategic performance culture in the civil service. The questionnaire is in form of statements that the respondent will be rating using the likert scale. Statements were developed from the literature review. A drop and pick method was used for the distribution of the questioners of respondents within the Nairobi station. Questionnaires for respondents in Mombasa, Kisumu, Malindi, Eldoret, Nakuru and Thika stations, was sent to the station in charge who distributed to his/her juniors as most of the employees do not have individual email addresses. Follow up was done through emails and telephone calls to enhance response.

3.5 Data analysis

Completed questionnaires were edited for to check errors, omissions, completeness and consistency .Descriptive statistics will be used be to analyze the data as this gave a clear picture of how the variables behaved. Descriptive statistics as the mean, percentages and standard deviation were used to analyze the data to get the weights of the variables. The mean and standard deviation were generated from SPSS. Frequency distribution in form

of tables, bar charts and pie charts were used to determine the pattern of responses. Oluoch (2011) used the descriptive statistics successfully in analyzing factors influencing staff performance.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents and discusses the analysis of the data collected in respect to the research objective. The first section discusses the respondents' demographic analysis and the second section analyses the responses and results of the research question as to what employees perceived as affecting strategic performance culture at BCLB. The study used Likert scale in collecting and analyzing the data whereby a scale of 5 points were used in computing the means and standard deviations. These were then presented in tables, graphs and charts.

4.1.1 The response Rate

The research targeted a population of two hundred BCLB employees. Of the 200 questionnaires distributed, 131 questionnaires were received back within the given time frame of the two weeks. After editing the received questionnaires, 126 questionnaires, a percent of 63% were found fit for analysis. The response rate was above average and therefore adequate for giving enough information for analysis and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This commendable response rate was due to extra efforts that were made via frequent calls to request the respondents to participate in the study.

4.2 Demographic information

This sought to inquire information on various aspects of respondents' background, i.e. the gender, position of employment, age and working period. This information aimed at testing the appropriateness of the respondent in answering the questions regarding employees' perceived factors affecting strategic performance culture.

4.2.1 Respondents' distribution by gender

The study sought to establish the respondents' distribution by gender

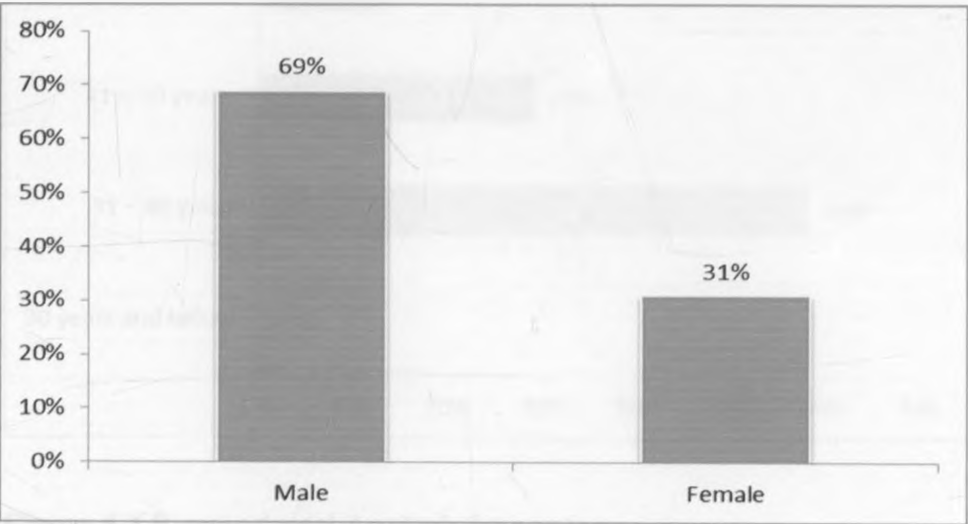


Figure 4.1 Respondents' distribution by gender

As indicated by the pie chart, 69% or 87 in frequency of the respondents were male while 31% or 39 in frequency were female. The board has a greater percentage of male employees than female employees because prior to adoption of the 1/3 rule employment

adopted from the new constitution of Kenya, the board employed more male than female due to the nature of its work which involves working on night duties.

4.2.2 Distribution of respondents' by Age group

The study sought to get the different age groups of the board's employees to find out the views of the various age groups as relation to the perceived factors affecting the board's performance culture

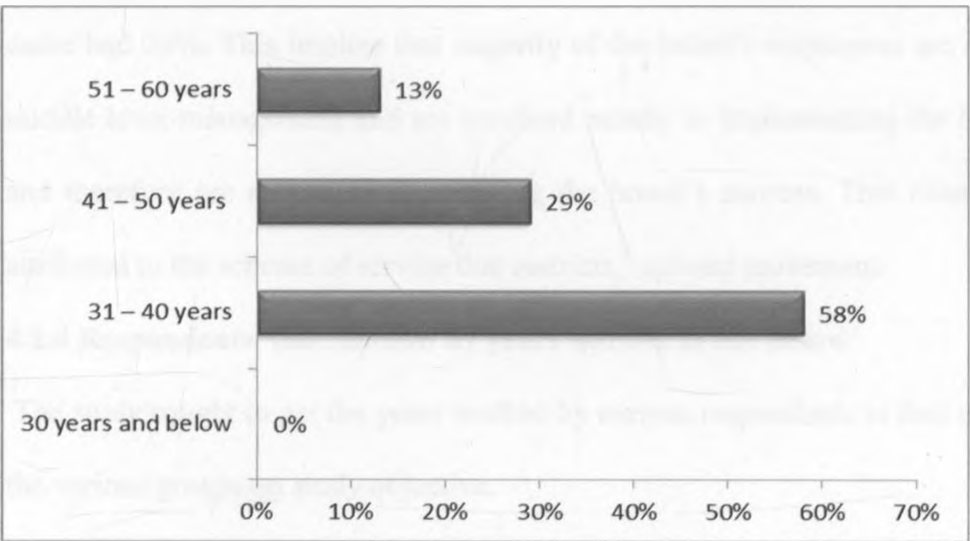


Figure 4.2 Respondents' Analysis by age group

The chart presents distribution of respondents by age group. From the analysis, 58% of the board's employees are between the ages of 31-40 years, 29% are aged 41-50 years and 13% are in the age group of 51-60 years. This implies majority of the board's employees are in their prime stage of their career and thus high performance is expected.

4.2.3 Respondents' distribution by Job group level

The study categorized the respondents according to their job groups

Category	Job groups	Frequency	Percent
Top level management	N,P,Q,R	11	9%
Middle level management	J,K,L,M	82	65%
Lower cadre	D,E,F,G,H	33	26%
Total		126	100%

Table 4.1 Respondents' distribution by Job group level

Table 4.1 above shows the respondents' distribution by Job group level. The top management had 9% respondents, the middle level had a 65% representation and lower cadre had 26%. This implies that majority of the board's employees are clustered in the middle level management and are involved mostly in implementing the board's policies and therefore are crucial in determining the board's success. This clustering could be attributed to the scheme of service that restricts upward movement

4.2.4 Respondents' distribution by years worked in the board

The study sought to get the years worked by various respondents to find out the views of the various groups on study objective.

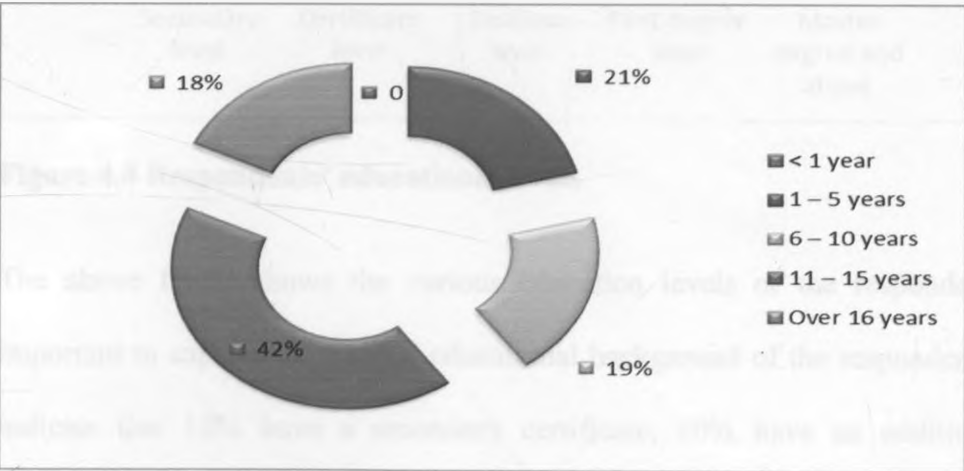


Figure 4.3 Respondents' working life

The chart analyses the years worked by various respondents in the board. 21% of the respondents have worked for between one and five years, 19% have worked for 6 to 10 year, 42% have worked for 11 to 15 years and 18% have over 16 years worked in the board. This implies that majority of the respondents have worked with the board for several years and thus have enough experience on the factors that affect employees perceive to affect strategic performance culture at the board.

4.2.5 Respondents' distribution on education level

The study sought to get the education levels of the respondents

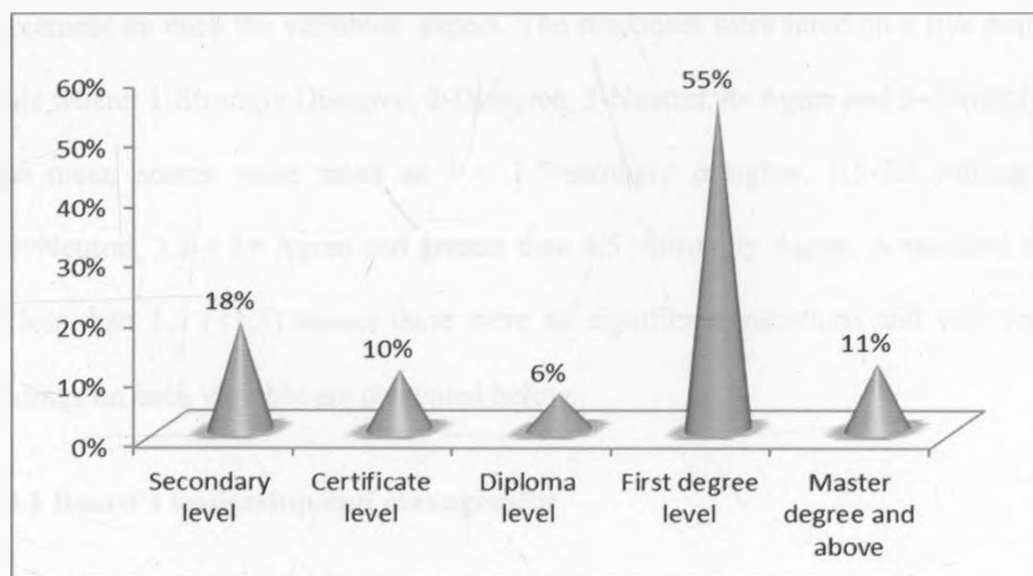


Figure 4.4 Respondents' educational levels

The above figure shows the various education levels of the respondents. This was important to capture the general educational background of the respondents. The results indicate that 18% have a secondary certificate, 10% have an additional certificate qualification, 6% have a diploma certificate, 55% have a bachelors degree while 11%

have a master certificate and above. This implies that a high percentage of the board's employees are well educated indicating that majority is well versed with the factors that affect employees' performance culture.

4.3 Employees' perceived factors affecting strategic performance culture

The employees' perceived factors affecting strategic performance culture explored in this study were; leadership and management, organization's strategic planning process, alignment of employees, rewards, reinforcement and recognition program and existing organizational culture. The respondents were requested to indicate their level of agreement on each the variables' aspect. The responses were rated on a five point Likert scale where: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4- Agree and 5- Strongly Agree. The mean scores were rated as : < 1.5 =strongly disagree, $1.5-2.5$ =disagree, $2.5-3.5$ =Neutral, $3.5-4.5$ = Agree and greater than 4.5 =Strongly Agree. A standard deviation of less than 1.5 (<1.5) means there were no significant variations and vice versa. The findings on each variable are presented below.

4.3.1 Board's leadership and management

The study sought to establish the effect of board's leadership and management on strategic performance culture. The findings are illustrated in table 4.2 below

Table 4.2 Aspects of board's leadership and management

Aspects of board's leadership and management	Mean	Std Dev
Inspiring, open and trustworthy leaders	3.1837	1.21839
Commitment to performance excellence	3.7082	1.75760
Leaders being role models	3.7027	1.1809
Encouraging innovation	3.1323	1.39930
Mentoring and coaching	3.5694	1.15717
Possessing leadership skills	3.1633	1.39730
Good communication	3.1503	1.26747
Matching employees skills with challenging positions	3.3286	1.32268
Minimizing formal and operating barriers	4.3521	1.4325

From the study findings, the respondents agreed that minimizing operating and formal barriers, commitment to performance excellence (M=3.7082) and leaders being role models to employees (M=3.7027), mentoring and coaching (M=3.5694) were perceived to affect performance culture at the board. Employees were neutral on the effect of having matching employees skills with challenging positions (M=3.3286), inspiring, open and trustworthy leadership (M=3.1837)), leaders' possessing leadership skills (M=3.1633), encouraging innovation (M=3.1323) and good communication (M=3.1503) to performance culture at the board.

In summary, the board's employees perceive leadership and management aspects that affect strategic performance culture at the board to include leaders' commitment to performance excellence, leaders being role models, mentoring and coaching of employees, and minimizing formal and operating barriers. However, the employees are not sure the extent to which matching employees skill to challenging positions, having inspiring, open and trustworthy leaders , leaders possessing leadership skills, having

good communication and encouraging innovation would affect strategic performance culture at the board. Previous studies point to the above leadership and management aspects as the drivers of a performance culture in organizations.

4.3.2 Board’s strategic planning process

The study also sought to find out the effect of board’s strategic planning process on the strategic performance culture .The findings are illustrated in table 4.3 below

Table 4.3 Aspects of board’s strategic planning process

Aspects of board’s strategic planning process	Mean	Std Dev
Stakeholder’s involvement	3.7859	1.1118
Vision/mission understanding and support by employees	3.6327	1.1432
Vision/mission clearly stated	3.5117	0.9011
Measurable and achievable objectives	3.7755	1.0796
Employees being motivated by vision and mission	3.6531	1.1224
Identifying key positions	3.3241	1.1133
Process being a basis of resource allocation	3.7959	0.9520
Appraising important things that contribute to success	3.6641	1.0024

From the study findings, employees agreed that the aspects of board’s strategic planning process that affect strategic performance culture at include process being a basis of resources allocation (M=3.7959), stakeholder’s involvement (M=3.7859), measurable and achievable objectives (M=3.7755), measuring important things that contribute to board’s success (M=3.6641), employees being motivated by vision and mission (M=3.6531), vision and mission understood and supported and supported by employees (M=3.6327) and vision/ mission being clearly stated (M=3.5117) .However employees

were neutral to what extent the aspect of identifying key positions (M=3.3241) affect strategic performance culture at the board.

In summary, employees’ perceive basis of resource allocation, the stakeholders’ involvement, having measurable and achievable objectives, appraising important things that contribute to board’s success, vision and mission motivating employees and employees understanding and supporting the board’s vision and mission as the strategic planning process aspects that affect strategic performance culture at the board. Employees were however were not decided to which extent identifying key positions by the process would affect strategic performance culture at the board. Studied literature emphasize on the above aspects as factors that affect strategic performance culture.

4.3.3 Alignment of employees at the board

The study sought to find out the effect of alignment of employees at the board on strategic performance culture. The findings are illustrated in table 4.4 below

Table 4.4 Aspects of alignment of employees at the board

Aspects of alignment of employees at the board	Mean	Std Dev
Awareness of personal values	3.4325	0.7456
Understanding own contribution to board	4.2347	0.95220
Effective engagement	3.7612	0.8674
Understanding of boards values	4.2755	0.58821
Personal values aligning with board’s value	4.2217	0.91720
Qualified for the jobs	4.5306	0.78915
Effective use of your skills	4.5714	0.77326
Commitment to boards success	4.0047	1.23220
Boards commitment to effective alignment	4.3776	0.68135

From the study findings, employees strongly agreed that effective use of skills (M=4.5714) and being qualified for the job (M= 4.5306) are the alignment of employees aspects that affect strategic performance culture at the board. The findings also showed that employees agreed that board's commitment to effective alignment (M=4.3776), understanding of boards values (M=4.2755), understanding own contribution to board (M=4.2347), personal values aligning with board' values (M=4.2217), commitment to board's success (M=4.0047) and employee effective engagement (M=3.7612) as aspects affecting performance culture. Employees were neutral on effect of employees awareness of personal values (M=3.4325) to performance culture

In summary ,employees perceive effective use of skills, qualifications for the job, board's commitment to effective alignment, understanding board's values ,understanding own contribution to board's success, personal values aligning with board's values ,commitment to board's success and employee effective engagement as alignment of employee aspects that affect strategic performance culture . Employees are however not sure the extent to which awareness of personal values affects performance culture. Literature studied on performance culture point to the above employee alignment aspects driving strategic performance culture in organizations.

4.3.4 Rewards, reinforcement and recognition program

The study sought to find out the effect of rewards, reinforcement and recognition program on the on strategic performance culture. The findings are as illustrated in table 4.5 below

Table 4.5 Aspects of rewards, reinforcement and recognition program

Aspects of rewards, reinforcement and recognition program	Mean	Std Dev
Have differential rewards and recognition program.	2.6633	1.21560
Deals with poor performance	2.7027	1.2809
Effective performance appraisal system	3.6234	0.9756
Board reinforces and rewards high performance	2.5408	1.14125
Existence of real consequences of poor performance	3.1243	1.3023
Career development programs implemented	2.5204	1.25369
No blame culture	3.8553	1.14357
Existence of empowering climate	3.2653	1.38017

The study findings shows that employees agree that the aspects of rewards, reinforcement and recognition program that affect strategic performance culture include having a no blame culture (M=3.8553), and effective use of appraisal system (M=3.6234).) Employees were neutral on the effect of existence of an empowering climate (M=3.2653), existence of real consequences of poor performance (M=3.1243), dealing with poor performances (M= 2.7027), having differential rewards and recognition program (M=2.6633), reinforcing and rewarding high performance (M=2.5408) and implementation of career programs (M=2.5204) have on strategic performance culture.

In summary employees perceive performance having a no blame culture and having effective performance appraisal system as factors affecting strategic performance culture However employees were not decided to which extent having a differential rewards and recognition program, reinforcing and rewarding high performance, implementing career development programs, having an empowering climate, dealing with poor performance and having real consequences of poor performance employees that affect strategic

performance culture. Previous studies encourage organizations to have in place the above rewards, reinforcement and recognition aspects to achieve a high performance culture in organizations.

4.3.5 The organizational culture

The study sought to find out the effect of organizational culture on strategic performance culture. The findings are as illustrated in table 4.6 below

Table 4.6 Aspects of existing organizational culture

Aspects of the organizational culture	Mean	Std Dev
Existence of can do attitude	3.6478	0.7346
Sharing valued information	3.745	0.3232
Valuing results not hard work	3.5143	0.79856
Tolerance of employee difference	3.061	0.1963
Existence of accountability	2.868	0.3321
Feeling of empowerment	3.093	0.5231
Feedback from leaders to employees	3.029	0.1624
Feedback from employees to leaders	3.021	0.8321
Existence of team work	4.232	0.9254
Readily acceptance of change	4.391	0.5037

The study findings shows that employees agreed readily accepting change (M=4.391), having team work (M=4.232), sharing valued information (M=3.745), having a can do attitude (M=3.6478) and valuing results more than hard work (M=3.5143) as the organizational culture aspects that affect strategic performance culture. The aspects employees were neutral on their effect to performance culture include tolerance of employee differences (M=3.061), feeling empowered (M=3.093), getting feedback from

leaders to employees (M=3.029), getting feedback from employees to leaders (M=3.021) and existence of accountability (M=2.868).

In summary, employees perceive accepting change readily, having team work, having feedback from leaders to employees , existence of a can do attitude, sharing of valued information and valuing results more than hard word as factors affecting performance culture. However employees were not sure of the extent to which having tolerance among employees, feeling empowered, having feedback for employees to leaders and having accountability would affect of tolerating employee differences on strategic performance culture. Studies previously done encourage the above organizational culture aspects that enhance performance culture in organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusion drawn from the findings highlighted and recommendations made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study.

5.2 Summary of the Findings

This study revealed that aspects of board's leadership and management that were noted to affect strategic performance culture included commitment to performance excellence, leaders being role models, mentoring and coaching of employees by leaders and minimizing formal and operating barriers. Employees were not sure whether matching employees' skills to challenging positions, having inspiring, open and trustworthy leaders, possessing leadership skills, encouraging innovation and good communication affect strategic performance culture.

The study found that the significant aspects of board's strategic planning process that affected strategic performance culture included the basis of resource allocation, stakeholder's involvement, having measurable and achievable objectives, appraising important things that contribute to board's success, employees understanding, supporting and being motivated by the board's vision and mission. However employees were not

sure how identifying key positions through the strategic planning process affect strategic performance culture.

On the effect of alignment of employees, the study established that effective use of skills, being qualified for the job, board's commitment to effective alignment, understanding of board's values, understanding own contribution to board's success, personal values aligning with board's value, commitment to board's success and effective engagement. The results also revealed that employees were not sure how awareness of their personal values affected strategic performance culture.

Rewards, reinforcement and recognition program aspects that affect strategic performance culture include having a no blame culture, and effective use of appraisal system. However the results showed employees were not sure of the effect of an empowering working climate, dealing and having real consequences of poor performance, board reinforcing and rewarding high performance, having differential and recognition program and implementation of career development programs.

The study deduced that organizational culture that affect strategic performance culture entailed readily acceptance of change, having team work, having a cad do attitude, valuing results rather than hard work and sharing valued information. Employees were however not sure of the extent to which tolerance of employees differences , feedback from leaders to employees and feedback from employees to leaders, employees being accountable and taking personal responsibility strategic performance culture.

5.3 Conclusion

Employee perception regarding factors affecting strategic performance culture has not been a concern for researchers in the civil service and thus service delivery to the public remains ineffective. The respondents who participated proved that their insights and suggestions are valuable and were eager in identifying factors that may help the government in improvement of the overall performance. This will help in attracting and retaining more valuable employees in the civil service. Organizations ought to integrate all the factors of enhancing performance culture, the objective being to attain performance excellence, achieve the organizational goals and objectives as well as maintain a satisfied workforce.

It is also apparent from the study results there is a high level of lack of proper knowledge among the employees evidenced by high mean of neutral responses that is in various aspects of the variables affecting performance culture at the board. It is also apparent that perception of the factors affecting strategic performance culture is different at various stages of the employees' career depending on age, duration worked and the position held. Screening of the whole organization and all the employees should be a continuous process to seal the differences among the employees to enhance the performance culture. The pathways put in place should be highly iterative as to find to right performance balance between technology, management and leadership, and the people being governed.

5.4 Recommendations

Achieving a sustainable performance culture is not a one day event; it is a process that calls for commitment from all the systems of an organization. Leadership and management is a critical factor for any organization which aspires to have a stable sustainable performance culture. It is recommendable that leaders better role models of the desired behavior . Improving communication through brainstorming and holding consultative regular meetings with employees will improve the performance culture, through enhanced commitment among themselves and the employees. Leaders should encourage innovation among employees, encouraging them to perform their duties in innovative ways.

On the strategic planning process, it is recommended that the board enhance involvement of all the stakeholders to create a sense of ownership. Various communication channels can be such as the media, adverts, letters regular meetings among others can be used to enhance the understanding and support of the strategic plan and thus increase employee motivating. Advanced strategies to collect information on regular basis that will routinely help the board to monitor progress on things that are important to board's success to have a meaningful measurements are recommended. Employees should be enlightened on the role of strategic plan in identifying keys positions in the organization.

Alignment of employees is recommended to be enhanced to make it more sustainable. Employees should be encouraged to understand their personals values better and to understand what motivates each one of them. Regular coaching can help adjust employee behavior to align with values and organization objectives. Employees should be encouraged to understand, see and feel the implicit meaning in the words of the vision

and the mission to align them with the vision of the board .The board should enhance its commitment towards employee alignment as this would drive employee engagement towards higher productivity.

Rewards, reinforcement and recognition program is recommended to be enhanced through creating a program that will give appreciation to excellent performers in a way that they appreciate. Employee support system should be expanded to reward behavior that conforms to the board's values while strongly encouraging and reinforcing high performance. The board should scrutinize its policies on dealing with poor performance to enforce them in order to restrain others. The mode of appraisal process should be geared towards highlighting strengths and weaknesses in employees' performance.

The organizational culture should be scrutinized for appropriateness fit. The board should strive to slowly change unhealthy culture practices in existence. The emphasis should be on the creation and nurturing of the elements of contribution, candor and constant learning. The organizations should strive to create a culture to which perpetual change is one of the stable elements that can maintain its strength and constantly adapt to shift in the environment. It is recommendable that the board develops strategies that can create a healthy culture and discourage operating in the business as usual mode. Managing the board's culture will need constant attention and focusing on values.

5.5 Limitations of the study

The research was faced with time and financial constraint. Time constraint affected the duration the questionnaires was kept active and this may have restricted the number of respondents. The response period was restricted to two weeks to give time for the analysis. Financial constraints also affected the research as the researcher would have desired to visit the various work stations to collect the data in person.

It was difficult to reach personally most staff due to the nature of the work where employees work in different duty locations. Getting responses from the management group also was a challenge as most of the time are out of the office and involved in official meetings.

Lack of known local studies on performance culture hampered proper comparison. The researcher could not find any local studies done on performance culture, therefore relying heavily on literature from studies done in other countries which operate in different cultural economical and social-political context to formulate the conceptual framework.

5.6 Areas for Further Research

The study was a perception survey involving one unit of the government and thus a study will be required in future where the variables can be tested empirically and not based on perception. Further the variables used in the study are not exhaustive in all the ways as they are many other factors that affect strategic performance culture in organizations. Therefore more variables need to be evaluated considering that environment is dynamic

and thus even those studied are expected to change with time. Further, research is needed to explain the correlation between the variable studied and their contribution to a sustainable performance culture.

Similar study should be done in private companies in Kenya for comparison purposes and to allow for generalization .Further studies should be done on challenges facing strategic performance culture in multinational organizations.

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APPENDIX 1: LETTER OF INTRODUCTION

Consolata Wairimu Ndege

P.O Box 43976-00100,

Nairobi.

9th August 2012

Dear Respondent

I am a Master of Business of Administration student at the University of Nairobi specializing in strategic management. As a requirement to complete the program, am required to conduct a research study. The research study is on ‘ **Employees’ perceived factors affecting strategic performance culture at the Betting ,Control and Licensing Board in Kenya** ’ .I will greatly appreciate your input in responding to all the statements in the questionnaire. The study is purely academic and all information will be treated with utmost confidentiality.

Thank you in advance.

Yours Faithfully

Consolata Ndege

MBA student

University of Nairobi

APPENDIX 2: QUESTIONNAIRE

✓ **Kindly rate each the following statements as honestly as possible**

✓ **Information given will be treated with confidentiality**

Section A

Respondent profile

1. Name (optional)

2. Gender

3. Age group

i. 30 years & below () 31 years - 40 years () 41 years - 50 years ()

ii. 51 years - 60 years ()

4. Education level i. Secondary Level () ii. Certificate level () iii. Diploma level ()

iv. Bachelors Degree () v. Master Degree & above ()

5. Job grade

6. Years worked at BCLB

i. Less than 1 year () ii. 1-5 years () iii. 5-10 years () iv. 10-15 years ()

v. Over 15 years ()

Section B

Employees' Perceived factors affecting strategic performance culture at BCLB

Please indicate by ticking inside the appropriate box your own personal view on each of the following statements using the scale where: 1- Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
A Leadership and Management					
Your leaders are inspiring, open and trustworthy					
Leaders and Manager are committed to performance excellence					
Your Leaders/managers are your role models					
Leaders/managers encouraging new innovative ways of doing the job					
Leaders/managers spend time mentoring and coaching employees.					
Leaders/managers possess and demonstrate leadership skills.					
Leaders /manager encourage continuous learning					
Leaders/managers regularly communicate the vision of the Board					
Leaders/managers match employees skills with positions that challenge their potential					
Leaders/managers minimize formal operating rules and eliminating operational barriers.					
B Strategic Planning process					
All stakeholders are involved in the development of the Board's strategic plan					
Majority of the employees know and support the vision/mission					

Vision /mission expressed in clearly stated.					
Board's key objectives are clearly stated and measurable					
Employees are motivated by the Board's vision and mission statements					
Key competencies and key positions identified through the strategic planning process					
Resource allocation based on the programs contribution to board's success.					
Measuring everything important to the success of BCLB					
C. Alignment of employees					
You are aware of your personal values					
You clearly understand your personal contribution to the Board's success					
You feel effectively engaged in your work					
You understand the board's values as stated in its strategic plan					
Personal values align with the board's values.					
Have the required knowledge and skills for your job.					
Effectively using your skills and capabilities in performance of your duties.					
Feel committed to the board's success					
Organization understand the need for effective employee alignment					
D. Rewards ,Reinforcement and Recognition program					
Significant differential rewards and recognition follow performance excellence					
Underperforming employees are effectively and consistently dealt with.					

Appraisal system is useful to your performance					
The board reinforces and rewards excellent performance.					
Have spelt out real consequences of poor performance.					
Career development programs are put in place and implemented.					
Have no blame culture in the board					
E. The organizational culture					
Have a 'can do' exists attitude among the employees					
Employees readily share valued information					
Results are valued more than hard work.					
There is tolerance of employee differences in their line of duty					
Employees are accountable and take personal responsibility for their actions					
Appreciating employees when they behave in line with the organization's values					
Employees feel truly empowered to perform					
The board provides feedback on employees' positive aspects that contribute to its success					
Employees provides feedback on the positive aspects of the board that impact on their lives					
Team work is encouraged					
Readily acceptance of any positive change by all employees					