



**EMPLOYEE COMMITMENT ON ORGANIZATION PERFORMANCE AT TIMAFLOR COMPANY LIMITED IN LAIKIPIA COUNTY, KENYA**

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**ABSTRACT**

*The general objective of this study was to investigate the effects of employee commitment on the performance of Timafloor Limited Company. Specific Objectives were to determine the effect of employees training, employee compensation, employee continuance involvement and working conditions on performance of Timafloor Limited Company. The study used resource based view theory and Allen and Meyer Multidimensional theory. This study adopted descriptive research design. The target population of the study was 340 employees working at Timafloor Limited Company. The respondents were selected from the Company's four departments. The study used proportionate stratified random sampling to determine the number of staff to participate in the study. Sample size was 103 staff distributed in four departments. The study utilized primary data that was collected by use of questionnaires that was administered to staff. Piloting was done at Kariki flower farm in Naivasha, Nakuru County. The Content Validity Index (CVI) was used to test validity of the research instruments. The research instruments were also tested for reliability by computing the Cronbach Alpha Statistical Tests. Quantitative data collected were analyzed using descriptive statistical techniques which were frequencies, mean, standard deviation. Inferential statistics and Regression Analysis Model were also employed. Data was presented in tables. The findings showed that working conditions, training, compensation and continuance employee involvement affected organization performance. Findings showed that training, compensation and working conditions have a positive and significant effect on organization performance. The study recommended that the training programmes should be practical and related to the actual challenges at work. It also recommended that flower firms give employees opportunities for career advancement. Lastly, there is need for the organizations to improve pay and benefits so as to motivate employees to remain committed to the organization.*

**Keywords:** *Employees Training, Compensation, Continuance Involvement, Working Conditions*

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## INTRODUCTION

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member (Coetzee, 2005). An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011). Committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization (Hunjra, 2010). They provide the intellectual capital that, for many organizations, has become their most critical asset (Hunjra, 2010). Furthermore, employees who share a commitment to the organization and their collective wellbeing are more suitable to generate the social capital that facilitates organizational learning.

Organizational performance can be evaluated by quality service and products, satisfying customers, market performance, service innovations, and employee relationships (Dess & Robinson, 2014). The author also stated that organizational performance is based on balanced scorecard, and can also be appraised by return of investment, margin on sales, capacity utilization, customer satisfaction and product quality. In the same way, Richard, Devinney, Yip and Johnson (2011) identified that return on investment, sales and market growth, and profit are important factors that be measured by organization performance.

Employees on training have a greater impact on the success of any organization. If the employees are satisfied with the training policies of the organization, this will have a positive impact on the organization's productivity. The perception or attitude of employees is transformed into positive or negative behaviour. How do the employees see employee training policies of the organization? How seriously does the Management take the Training Policy of its

organization? Some see training and development as a waste of time and resources that would have been employed in the production of goods and services that will yield profit to the organization. Sometimes, the fear that an employee could leave the organization after training affects the employees training and sometimes makes it unplanned and unsystematic.

Employee continuance involvement, called also worker's participation can be perceived as "a variety of processes and structures which enable, and at times encourage employees to directly and indirectly contribute to and influence decision-making in the firm and in the wider society" (Gonzales, 2009, p.8). The following definition indicates that there are various activities through which the employees can influence decision-making processes within the company. Generally, employee involvement can have a direct or indirect form. Direct involvement means that employees have an immediate influence on the decision-making processes within the company. Typical forms of direct involvement are employee surveys, team briefings, autonomous working groups or suggestion schemes (rewards for meeting company's goals).

The workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment.

On compensation, we have direct compensation which is usually limited to the direct cash benefits

that the employees receive on monthly, bi-monthly or weekly basis for the services they render as employees of a particular organization. It could also be in the form of stock bonus compensation, where employees of the organization are given the opportunity to own shares in the organization they work for and at the end of every year they have the opportunity again to gain some divided in the form of equity on their shares. This is also referred to as Executive stock options (ESO). Indirect Compensation Dessler (2011) refers to Indirect Compensation as the indirect financial and nonfinancial payments employees receive for continuing their employment with the company which are an important part of every employee's compensation. Other terminology such as fringe benefits, employee services, supplementary compensation and supplementary pay are used. According to Armstrong (2009) Indirect Compensation or Employee benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration such as annual holidays. Management uses it ostensibly to facilitate its recruitment effort or influence the potential of employees coming to work for a company, influence their stay or create greater commitment, raise morale, reduce absenteeism in general and improve the strength of the organization by instituting a comprehensive programme in this area (Nobuto et al. 2016).

Timafloor Limited is a flower Farm located in Laikipia County in Kenya. Timafloor Limited is a private company which was started in 2006. It has gradually expanded to own 100 hectares of rose flower. Timafloor Limited has employed more than one thousand six hundred employees (1600) spread across four departments which are administration, production, pack house and crop protection. The thirteen years old farm attests that the greatest asset in their expansion is the human resources. Timafloor Limited values its employees and has been

committed to continuous investment in personnel development. The management of the flower farm believes that when they care for their employees they will take care of their flowers hence keep their customers happy.

To ensure this, the management has developed a healthy package which includes salaries and other financial benefits, medical training in regard to Healthy eating, HIV/AIDS, safety and safe use of chemicals. All pesticides are applied strictly according to manufacturer's instructions. Timafloor Limited endeavors to provide a safe, hygienic and healthy working environment besides providing adequate and appropriate protective clothing and equipment to its employees. The company is set to expand both physically and technologically to enhance organizational performance therefore a study on effects of employee's commitment on organizational performance in Timafloor Limited was thought to be very important during this time.

### **Statement of the Problem**

Agriculture is the mainstay of the Kenyan economy and currently represents 24% of Gross Domestic Product. More than one-third of Kenya's agricultural produce is exported, and this accounts for 65% of Kenya's total exports (Kenya Flower Council, 2010). The agricultural sector also accounted for 18% of total formal employment in the country. The horticulture sector was estimated to employ over 50,000-60,000 people directly and 500,000 people indirectly through affiliated services to the industry for example farm inputs, transport, packaging and banking (Kenya Flower Council, 2010). It is therefore imperative that the commitment of the workers working in this sector was given paramount importance by both government and the stakeholders as a whole.

Organizational commitment is an important determinant of employee's performance among flower farms (Folorunso et al, 2014). Committed

employees perform better, work more efficiently and effectively and complete tasks on time thus enhancing organizational performance. In spite of this importance of employee commitment in improving organizational performance, Timafloor Limited faces the problem of poor performance. Like many other organizations, the management of Timafloor Limited Company is facing a great challenge in determining exactly how they will attain optimum commitment from their employees which would be important in optimizing the organization's performance. The flower organization is running into loss. Employees are complaining of poor work environment that is exhibited in poorly designed workstations, poor compensation system that is not handled adequately to reflect the organization compensation strategy. The decisions that are made by the organization are not representative enough and this leads to poor decisions that affect the organization's performance. Training and development at the organization does not have adequate policies to guide the employer, nor is there training design that the employer has put in place to encourage skill development that could boost organizational performance. Customers are complaining of poor services.

Several studies have been undertaken in the floriculture industry in the country despite the fact that the flower industry contributes around 1.06 per cent to Kenya's Gross Domestic Product (GDP). In fact, it's one of the largest employers in the country, providing employment to over 100,000 people directly and an estimated 2 million people indirectly. This shows that the industry contributes significantly to the country's economy (Kenya Flower Council, 2018). Tolera (2018) conducted a study on effects of employee's commitment on organizational performance at Arjo Didessa Sugar Factory, Pakistan 261 employees and four management members were selected as sample of the study. Correlation; and regression analyses were performed to determine the

association between dependent and independent variables.

Koskei, Kimutai and Bogonko (2018) conducted a study on Continuance Commitment and Employee Performance at University of Eastern Africa, Baraton Kenya. The study adopted descriptive survey design. The study targeted 233 employees at the University. The study established that there was a weak negative relationship between continuance commitments and employee performance. The study did not utilize inferential statistics to look at the relationship between employment commitment and organisational performance. The study was also conducted in a university set up and not in a horticultural farm set up. The study presents methodological gaps on the need to utilize inferential statistics such as regression analysis to test the strength of the relationship between the dependent and independent variables and also to conduct the study in a horticultural set up.

Cura, (2014) conducted a study on the effect of employee commitment on organizational performance in private and public Banks in Northern Iraq. The study found out that there is a positive relationship between employee commitment and organizational performance. The study further disclosed that public bank employees' commitment level was higher than that of private banks. The study presents empirical evidence on the need for further research locally.

From the above review, it is clear that while theorists suggest employee commitment enhances organisational performance, local empirical evidence to support this proposition still remains scanty. The review unveils contextual, methodological and empirical gaps worth addressing. Therefore, the current study focused on employee commitment and organizational performance in Timafloor Limited, Kenya.

## Objectives of the Study

The general objective of this study was to investigate the effects of employee's commitment on the organizational performance of Timafloor Limited, Laikipia County, Kenya. The study was guided by the following specific objectives;

- To determine the effect of employees training and development on the organizational performance of Timafloor Limited in Laikipia County, Kenya
- To establish the effect of employee compensation on the organizational performance of Timafloor Limited in Laikipia County, Kenya
- To determine the effect of employee continuance involvement on the organizational performance of Timafloor Limited in Laikipia County, Kenya
- To establish the effect of employee working conditions on the organizational performance of Timafloor Limited. in Laikipia County, Kenya

## LITERATURE REVIEW

### Resource Based View

Resource-based view theory (RRV) was attributed to the work of Penrose in 1959 titled 'Wealth of Nation' which emphasised on the imperfect mobility and heterogeneity of organisational resources and therefore a need becomes necessary to develop internal resources so as to obtain competitive advantage. Resource-based view was refined by Barney in 1961 with major contribution that sustainable competitive advantage can only be attained by a firm upon the development of internal resources and capabilities that are valuable, rare, inimitable and non-substitutable.

The RBV is concerned with the correlation between the organization's internal resources, policy, and results. This focuses on achieving sustainable competitive advantage by developing human capital, rather than merely aligning human resources with

established strategic objectives (Hamadamin & Atan, 2019). The argument that resources internal to an organization can result to competitive advantage is a shift from earlier suggestions of strategy which focuses on the external environment and such factors as customers, industry, and competitors (Miles and Snow 2004; Porter 2005). The RBV provides a theoretical enlightenment of how the human resources of an organization can add to performance and competitive advantage. According to Wright, McMahan, and McWilliams (2004), Valuable, unique, inimitable and non-substitutable resources contribute to competitive advantage. It is an organization's human resources that constitute the tool that gives competitive advantage. The resource based view was used in this study to support the independent variables of training and development, compensation and organizational performance variables in the study.

### Expectancy Theory

Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes" (Chen & Fang, 2008). In other words, it can help explain why a person performs at a particular level. This has a practical and positive potential of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. This theory provides the idea that an individual's motivation comes from believing they will get what they desire in the form of a reward. "Although the theory is not "all inclusive" of *individual* motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates" (AETC, 2008). Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations. The theory states that individuals have

different sets of goals and can be motivated if they believe that: There is a positive correlation between efforts and performance. Favorable performance will result in a desirable reward. The reward will satisfy an important need.

It is important to remember that there is a difference between incentives and motivators. Incentives are non-material objects. They are manipulated by managers and leaders in order to get employees to do desired tasks. Incentives may work, if the incentive is something the employee desires, however if the incentive is taken away, the behavior may not sustain. Motivation theories need to accentuate motivation and not incentives. For this reason, motivation implies that people make decisions about their own behavior and what motivates them. This theory therefore supported the training and employee continuance, compensation, involvement and employee commitment variables in the study.

#### **Allen and Meyer Multi-Dimensional Theory**

The three-component model of commitment developed by Meyer and Allen arguably dominates organizational commitment research (Meyer., 2016). This model proposes that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance organizational commitment. Affective Commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. Normative Commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity. Continuance Commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization. This model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness (Meyer, 2016). The

theory therefore supported work environment and compensations variables in the study.

#### **Empirical Literature Review**

Koima, (2015) investigated the effect of workplace environment on the performance of Bank employees in Nakuru Town. More specifically, the study sought to establish the extent to which physical workplace factors, psychosocial factors and the work life balance factors affect performance of Bank employees in Nakuru Town. The population of the study was 736 non-managerial staff from which a sample of 173 respondents were drawn from employees' using stratified random sampling with probabilities proportional to the size of the firm was used to allocate samples within the Banks. To achieve the objectives of the study, a survey design was employed. A sample of 173 employees participated in the study as respondents. Descriptive statistics and multiple regression models were used to analyze the data. The study findings showed that the physical aspects did not have a significant effect on employee performance while the psychosocial and work life balance factors were significant. The results therefore indicated that psychosocial aspects exhibited the strongest association with employee performance while physical aspects and psychosocial aspects were moderate. It is recommended that attention be given to the other influences of workplace life environments consisting the physical and work life balance aspects.

Maina and Waithak (2017) investigated the influence of on-the-job training on performance of police officers in Kenya Police Service. A population of 85 serving police officers and 47197 households were used in the study. A census was conducted on 85 serving police officers in Imenti South Police Division while a sample of 100 households was considered for the study. Two semi-structured questionnaires were used for collection of data. Collected data was analyzed using Statistical Package for Social Sciences (SPSS) to generate descriptive and inferential

statistics which were presented using tables. The influence of on-the-job training on performance of police officers in the Kenya Police Service was analyzed using multiple regression analysis. The findings indicate that on-the-job training has positive but statistically insignificant effect on performance of police officers in the Kenya Police Service and that reduction of the crime does not solely depend on police training as it is a joint effort by various stakeholders.

Nkobi (2016) to link compensation with performance using selected firms in Nigeria as a case study. We specifically covered three conglomerates in Nigeria. The choice of this case study was not unconnected with the fact that these companies are among the largest employers of labour in the manufacturing industry in Nigeria. Using the cross-sectional data analysis, we found that compensation strategy has the potential beneficial effects of enhancing workers' productivity and by extension improving the overall organizational performance. Therefore, the significance of compensation cannot be overemphasized in an organization and is in fact a veritable option for attracting, retaining, and motivating employees for improved organizational productivity. This finding further enriches the literature supporting that a higher pay guarantees a higher productivity and vice-versa.

Mbog,ho (2012) investigate the role that compensation plays in motivating employees and ensuring their job satisfaction, and thus uncovering the existing relationship between compensation and employee performance at KPA. Both descriptive and inferential statistics were adopted with a focus on both qualitative and quantitative characteristics and status of compensation and employee performance at KPA. The population of interest is all the 5,288 employees at KPA. A sample size of 580 employees was sampled using multistage technique for the purpose of this study. Primary data collected using questionnaire was used for the analysis. Measures of

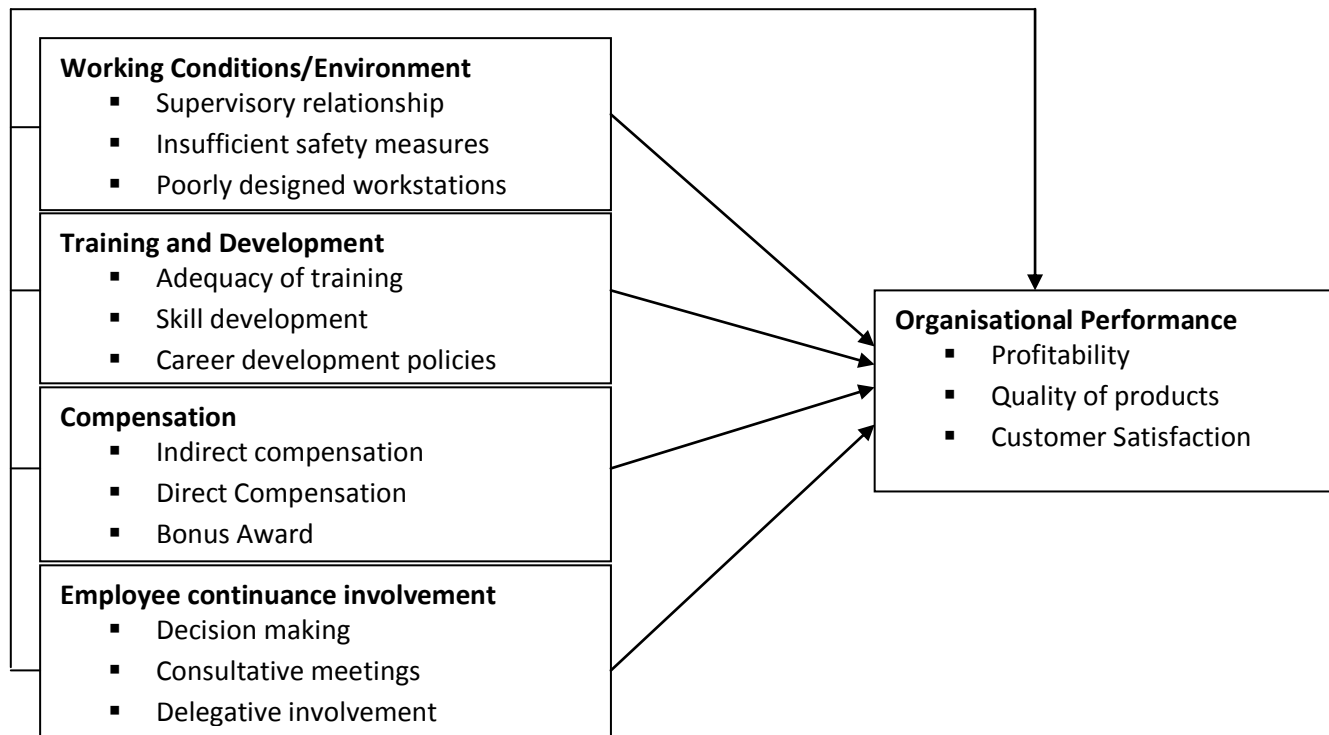
association using Pearson product moment correlation were used to examine the relationship between compensation and KPA performance. The result revealed that other than basic pay staff are offered house allowance, mileage allowance and mobile allowance. Further study findings indicated that staff is to a large extent dissatisfied with pay offered. Promotion and pension were highlighted as not contributing to improving KPA's performance. This result reveals that there is a statistically significant, direct and positive relationship between compensation and job satisfaction and motivation. In addition, the result indicates that there is a statistically significant, direct and positive relationship between compensation and organizational performance. Therefore, this study confirms that a total compensation management programme, which includes payment or compensation, benefits and informal recognition is required to optimise the motivation and satisfaction levels of staff which would result in increased organizational performance. Thus, the Authority could benefit by focusing on the compensation factors that positively impact employee motivation and job satisfaction.

Makhamara et al (2016) analyzed employee involvement in decision making and its effects on Level five public hospitals in Kenya. The study employed case study research design. The researcher adopted stratified and simple random sampling designs to select a sample. The study employed questionnaires in collecting data which was later analyzed through the use of descriptive statistics. Data was later presented in frequency tables and percentages. The findings established that the effects of employee involvement in decision making on performance at Kenya Power and Lighting Company are that it leads to varied options, enhances and improves quality services, gives broader perspective, and bring more alternative solutions leading to total customer satisfaction hence improved performance at the organization. Another benefit is that it



enhances employee engagement. The major challenges associated with involvement of employee on decision making are that employees fear to voice

out their opinions during decision making process, and that the organizational structures do not fully enhance employees' participation in decision making.



**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**METHODOLOGY**

This study adopted a descriptive research design. The design was appropriate because it allowed collection of in-depth information of the study area. The design also allowed collection of both qualitative and quantitative information. The target population of the study comprised of employees in Timafloor Company Limited. The respondents were selected from the Company's four departments. The target population for the study was therefore all the 340 employees of Timafloor Limited who were employed on permanent basis. The list was compiled from information provided by Timafloor Limited HR department, 2019. The study was based on simple random sampling technique which each member of the population had an equal likelihood of being selected. This study also

used proportionate stratified random sampling to determine the number of staff to participate in the study. Therefore 103 employees constituted the sample size of the study. The study utilized primary data that was collected by use of questionnaires that was administered to research assistants. The data collected was coded and keyed in to the computer. The data was classified, tabulated and summarized using descriptive measures such as percentages, frequency distribution, means and standard deviations and inferential statistics, that is, regression analysis. Regression analysis was used to indicate the direction and strength of the relationship for each variable. Tables and graphs were used for presentation of findings. Statistical Package for Social

Sciences (SPSS) software was used to facilitate the analysis. The following regression model was used.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where;

Y= Organisational Performance

$\beta_0$  = the Y intercept

$\beta_1$ –  $\beta_4$  = Regression coefficients or slope of the regression line

X1 = Employee Compensation

X2 = Training and Development

X3 = Job Satisfaction

X4=Working Conditions.

$\epsilon$  = Error term

## FINDINGS

### Effect of employee training on organizational performance of Timafloor Flower Company

To investigate the effect of Employee training on organizational performance, the study analyzed the descriptive statistics for the set variables as shown in Table 1.

**Table 1: Employee Training**

Opinion	Mean	SD
Training and development offered in my organisation is adequate	3.883	.932
Training opportunities are offered regularly in this organisation	3.724	1.076
The organisation readily invests in professional development for the staff	3.690	1.132
Skill development opportunities and career progress was my major attractor to this organisation	2.498	1.266
The organisation promotes staff after training	2.464	1.282
The organisation offers on-the- job training	2.439	1.304
The organization offers off-the job training	2.550	1.318

### Effect of employees' working conditions on organizational performance of Timafloor Flower Company

To investigate the effect of working conditions on organizational performance, the researcher analyzed the descriptive statistics for the seven variables on

working condition. The reliability test of items on working condition achieved a Cronbach Alpha of 0.923 indicating a strong internal consistence, thus verifying reliability of scale. Most of the employees were in agreement that the working conditions were good and comfortable.

**Table 2: Employee Working Conditions on Organizational Performance**

Opinion on statement	Mean	SD
The organization furniture are good and comfortable	3.5858	1.17035
The organization work systems processes and procedures are conducive	3.7782	1.13250
The technology adopted by the organization is up to date	3.7071	1.09141
Employees are fully satisfied with organization's tools, equipment and technology	3.6151	1.09350
Tools and equipment make me perform my work well and on time	3.5314	1.23246
The organization's culture and atmosphere are comfortable and supportive	3.8159	1.11125
The organization offers off-the job training	3.7722	1.14924

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239

The result revealed that the organization furniture were good and comfortable (mean = 3.586 and a standard deviation of 1.17035), Work equipment and tools were appropriate and effective (mean = 3.77 and a standard deviation of 1.133) and the organization work processes, systems and procedures were conducive (mean = 3.307 and a standard deviation of 1.091). Based on the results, it was evident that organizations offered good working conditions for the employees and this contributed to organizational performance.

It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, non-protective

clothing, can affect productivity (Hyde, 2004). A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. The right tools mean the right technology. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. The right tools mean the right technology; companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity (Erica, 2012).

### Effect of Employee compensation on organization performance of Timaflor flower Company

**Table 3: Employee Compensation**

Employee Compensation	Mean	SD
Our company pay salary and wages to employees based on performance	4.092	0.112
The company pay commissions based on the skill of a particular employee	3.725	0.600
The commission pay based on the skill of the employee affects employee's performance	4.026	0.695
A bonus is paid in our organization based on the time period one has worked in the firm	4.230	0.483
The company pay bonuses based on the volume or output produced	3.775	0.605
<b>Aggregate</b>	<b>3.30</b>	<b>0.41</b>

On employee compensation, the study revealed that the organization identified all the need for employee compensation and were addressing this immediately by paying commissions based on the skill of a particular employee (M=3.725, SD=0.600). It was also revealed that the commission pay based on the skill of the employee affected employee

performance, (M=3.741, SD=0.592). Lastly, it was established the bonus paid in the organization based on the time period one had worked in the firm was impressive with (M=4.230, SD=0.483). The findings were in line with Mogadishu *et al.*, (2018) who established employee compensation is very crucial in organizations including flower companies.

### Effect of employee involvement on organizational performance of Timaflor Flower Company

**Table 4: Employee Continuance Involvement**

Employee Involvement	Mean	SD
I have input into decisions made in my department	4.239	0.794
My institution encourages me to attend consultative meeting	3.823	0.349

<b>Employee Involvement</b>	<b>Mean</b>	<b>SD</b>
My company has a talent management programme that recognizes talent workers	4.286	0.132
My supervisor encourages me to suggest new ways of doing things	4.175	0.868
As a supervisor I frequently mentor staff to grow professionally	4.159	0.404
There is a good relationship between management and workforce	3.695	0.483
<b>Aggregate</b>	<b>4.06</b>	<b>0.52</b>

Findings in Table 4 revealed that employees were usually encouraged to attend consultative meeting that concerned them with (M=3.823, SD=0.349). The result also revealed that Timafloor Flower Company had a talent management programme that recognized talented workers (M=4.286, SD=0.132) and it was noted Supervisors in this organization encouraged employees to suggest new ways of doing things (M=4.175, SD= 0.868). The study also revealed that supervisors mentored employees to grow professionally. Lastly it was noted that ethics aided leaders in balancing truth

and loyalty in the organization. The findings concurred to that of Madanchian (2016) who noted that employee involvement was capable of developing an effective organization hence improving its performance.

#### **The Descriptive Statistics for Organizational Performance**

The dependent variable of the study was organizational performance. The results of the descriptive statistics for organizational performance were represented in the table below.

**Table 5: Organizational Performance**

<b>Employee Involvement</b>	<b>Frequency</b>	<b>percentage</b>
Profit has increased	65	65.4
No change experienced	20	12.4
Profit has declined	24	24.2
<b>Total</b>	<b>101</b>	<b>100.0</b>

The findings as shown in Table 5 above indicated that the profit of the organizations had increased for the last 3 years as indicated by the majority of the respondents were employee in the flower company. 65.4% of the respondents responded in the affirmative and having worked in these flower

organizations long enough, and then their response was out of experience, knowledge and practical, hence credible. 12.4% indicated that the there was no change while 24.2% indicated that the profit had declined in this organization.

**Table 6: Rate in Profitability**

<b>Rate in Profitability</b>	<b>Frequency</b>	<b>Percent</b>
0-2%	27	26.4
21-40%	17	20.5
41-60%	31	36.8
61-80%	14	11.5
80-100%	12	5.0
<b>Total</b>	<b>101</b>	<b>100.0</b>

The study as show in Table 6, established that majority 36.8% of the respondents indicated that there was increase in profits of 41-60%, 26.4% indicated an increase in profit of 0-20%, while only5% of the respondents indicated an increase of

80-100%. Though the profitability is perceived because it was not possible to get the actual figures due to organizations policies, the majority of the employees indicated there was average profit realized by the flower farming organizations.

**Table 7: Major Factors affecting the Organizations Performance**

Factors	Frequency	Percent
Production cost	42	45.2
Job satisfaction	24	21.1
Employee performance	45	34.1
<b>Total</b>	<b>101</b>	<b>100.0</b>

The findings as in Table 7 indicated that majority 45.1% of the respondents felt the major factors affecting the organizations performance was production cost. The production cost include all the material used in production such as seedlings, spraying chemicals, fertilizers, pesticides and any

other chemical used in the green houses. Payment of wages, salaries allowances and transport of the cut flowers and employees also add to the production cost. 34.4% of the respondents felt it was caused by the employees' performance while 21% felt it was job satisfaction.

### Inferential Statistics

#### Correlation Analysis

**Table 8: Correlation Coefficients**

		Performance of SMEs	E- Tendering	E- Sourcing	E- Invoicing	E- Payment
Performance of Flower company	Pearson	1				
	Correlation					
	Sig. (2- tailed)					
Working conditions	N	86				
	Pearson	.368	1			
	Correlation					
Employee training	Sig. (2- tailed)	.034				
	N	86	86			
	Pearson	.760	.183	1		
	Correlation					
	Sig. (2- tailed)	.002	.093			

Employee compensation	N	86	86	86		
	Pearson Correlation	.991	.098	.024	1	
	Sig. (2-tailed)	.000	.108	.187		
Employee involvement	N	86	86	86	86	
	Pearson Correlation	.839	.183	.098	.059	1
	Sig. (2-tailed)	.003	.093	.108	.123	
	N	86	86	86	86	86

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

Source: Research Data (2020)

### Regression Analysis

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 <sup>a</sup>	.857	.849	1.12413

Source: Research Data (2020)

Table 10: Regression Coefficients

Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	2.981	1.036	2.877	0.168
Working Conditions	0.098	0.083	0.093	1.181
Employee training	0.376	0.099	0.354	3.798
Employee Compensation	0.531	0.115	0.529	4.617
Employee involvement	0.448	0.109	0.426	4.110

Source: Research Data (2020)

### CONCLUSION AND RECOMMENDATIONS

On working conditions the study concluded that workers who perceive working conditions to be poor or bad were less motivated and consequently were not performing satisfactory. Flower industry needs to consider improving its environmental factors to boost organizational performance. Managers and supervisors must consider improving work

environment while considering both physical and psychosocial factors to promote job performance of their staff. The organizations need to do a lot to minimize the risk of the existing scenario of weak relationship, between subordinate and supervisors. In order to strengthen the relationship of both subordinates and supervisors, continuous and transparent evaluations of levels of employees

performance that reflects into organizational performance.

On training the study concluded that the organizations need to use the performance appraisal to strengthen the relationship between the superior and subordinate by implementing motivational scheme, creating transparency, avoiding bias, and improving employees attitude by giving training and development. Biases of different types, such as personal liking and disliking, avoiding giving performance rating may have negative consequences to employees, and can be managed by developing policy that can guide and control the existence of such practice in organizations.

On Compensation, the study concluded that financial stress has a significant effect on job performance and this affects organizations profitability. Employees perform better when they are financially motivated. Motivation can be financial or non-financial. With a good compensation policy in place, the organization is able to realize its objectives and steer a head of its competitors. Employees with high financial stress spent more time handling financial matters at work instead of working and are absent from work more frequently. The present research provides evidence that it is helpful to consider the effect of compensation on organizational performance while taking financial motivation into account.

On employee involvement, this study concluded that there is a strong, positive and significant relationship between employee involvement and job performance. Based on the results from data analysis, it can be derived that granting employees' freedom to participate in decisions that affect their work life enhances organization performance, customer satisfaction, increases profitability. Employee involvement however, may not be effective if not aligned to the overall organization strategy and it thus can be concluded that there is evidence to

support that employee involvement has a direct effect on job performance.

The study recommended that flower farms as well as other organizations should base the evaluation of their organization performance on their accomplishment/ achievements and identify the gaps and the reasons affecting their performance. This would benefit both the organizations and the employees. Organizations should work hard to improve the workers financial situations through balanced payment, training and promotions for motivation of employees for financial motivation enhances employees' moral for creativity and competition. Creative mind innovate new product or services that would improve productivity/service quality which as a result brings about maximizing efficiency and effectiveness. This eventually brings about the attainment of organizational goals. Working conditions significantly affect job performance. Workers who perceive working conditions to be poor or bad are less motivated and consequently are not performing satisfactory. Flower industry needs to consider improving its environmental

#### **Areas for Further Research**

Since this was the first study that comprised the factors that influence employee commitment on organizational performance the researcher recommends that similar studies should be carried out in another sector so such as service industry so as to broaden the understanding of the term commitment in relation to that sector. The reason for carrying out further research in that direction is that the factors that may strongly influence employee commitment in the service flower industry could very much differ in the service industry. This study could also take both a local and global dimension so as to encourage diversity in the study of the problems presented.

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