INFLUENCE OF ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN KENYA: A CASE OF KENYA INDUSTRIAL ESTATES LIMITED

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ABSTRACT

Organizations in the 21st century are facing more challenges than ever before. These challenges are not unique to any specific organization or industry, but affect all organizations, regardless of their structure or size. Organizational climate in particular is constantly challenged by changes impacting organizations today. The State Corporations should create a more favorable organizational climate for career advancement and job satisfaction and also embrace such practices as job security and quality of work by ensuring availability of work tools, safe and healthy work environments. The general objective of this study was to establish the effect of organizational climate on employee performance in State Corporations in Kenya, with special focus on Kenya Industrial Estates Limited. A descriptive research design was adopted. The study population for this study was 172 employees of Kenya Industrial Estates at their Head Office in Nairobi. Census survey design technique was used and questionnaires were used as instruments for data collection. A pilot study was conducted to pretest and validate the questionnaire. Quantitative data was analyzed using SPSS (Version 22) and presented through percentages, means, standard deviations and frequencies. It was notable that there existed a strong positive relationship between the independent variables and dependent variable. The study identified the variables as critical factors of organizational climate that influenced employee performance in state corporations. The findings showed that work life balance and job autonomy were positively correlated to employee performance in state corporations. The study recommended that the management at work place should respect employees and treat them fairly by appreciating their input to ensure they feel valued by the organizations which they serve. The study also recommended for the provision of enough work life balances to enhance employee performance in the organization.

Key Words: Job Autonomy, Work Life Balance, Employee Performance

INTRODUCTION

This chapter seeks to explore on the background of the study, statement of the problem, study objectives,

Organizations in the 21st century are facing more challenges than ever before. These challenges are not unique to any specific organization or industry, but affect all organizations, regardless of their structure or size. Organizational climate in particular is constantly challenged by changes impacting organizations today (Nair, 2006). According to Schneider (2013), organizational climate emerges in organizations through a social information process that concerns the meaning employees attach to the policies, practices and procedures they experience and the behaviors they observe being rewarded, supported and expected. Usually organizations do not have a singular climate but rather multiple simultaneous climates. In order to achieve the organization's process and outcome performance goals, it is essential to consistently and forcefully promote a positive climate that is focused on employees.

Employees are considered an important asset for good and effective performance in any organization. Armstrong (2009) stated that improved performance is achieved through the employees in the organization. Until the 1980s, performance was usually interpreted as the output of a combination of ability and motivation, given appropriate resources and hence motivating people became a key component of most management work (Torrington, 2008).

In this respect, when the full potential of HR is unlocked, an organization can achieve unlimited output, efficiency and effectiveness. It is important, however, to note that not all employees are equal in their working; as they have different modes of working. Some employees have the highest capability regardless of the incentive, while others may have an occasional jump-start. Nonetheless, if all employees are handled effectively, the results can be greater productivity and increased employee morale (Truong, 2012). This study focused on organizational climate and its effect on employees' performance. It aimed to investigate the effect of organizational climate on performance of employees working in the State Corporations in Kenya.

Globally, there seems to be a performance crisis in public service, while there is need to produce more for less (Nabukeera, Ali & Raja, 2014). This problem strikes through poor, developing and developed countries and has raised the appetite for efficiency and the need for evaluation mechanisms to help assess the performance of government institutions or programmes that are quite inadequate in stakeholder expectations (Nabukeera, Ali & Raja, 2014). Salem (2013) stated that while it was clear by the 1980s that interest in employee perfomance had moved from the ivory towers of academia to the corridors of government around the world, towards the end of the 1980s, many systems of employee performance were born, adopted and implemented at many levels of the public sector and these were traced back to the use of cost benefit analysis in the 1960s; to management by objectives (MbO) in the 1960s and 1970s; and to output budgeting in the 1960s. Most of these initiatives, however, were regarded as experimental and some were only adopted as one-off exercises.

In Nigeria, employee performance of executing agencies or public enterprises is limited to budget monitoring and annual performance evaluation; however, experts are of the view that there is no link between employee performance and financial data (Pollitt and Bouckaert, 2004).

In South Africa, for example, recent developments in the way employees are managed in organizations have brought about the need to seriously consider employees as major stakeholders in organizations (Tchapchet, 2014). At a time when employees in other parts of the world are regarded as the main source of competitive advantage, South Africa is still enmeshed in a labour crisis typified by industrial actions.

Until 1987, Uganda had only one public university with about 10,000 students (Okwakol, 2009). Currently, there are 6 public and 31 private universities with a total of over 300,000 students (NCHE, 2014). Since 2006, institutions of higher learning have grown from 148 to 187 in 2011, representing a growth of 26 per cent in that period (NCHE, 2014). In the period 2010/11, the number of registered universities increased from 29 to 34, representing an increase of 30 per cent. In 2006, there was one additional degree awarding institution; Uganda Management Institute. Since 2006, a second one, Team Institute of Business Management, has been licensed. By 2010, there were three university colleges: two private (Burham affiliated to UCU and Kisubi Brothers University College, affiliated to UMU) and one public (College of Health Sciences, Makerere).

Kenya's health system faces a variety of human resource problems, primarily an overall lack of personnel in key areas, which is worsened by high numbers of trained personnel leaving the health sector to work overseas. Furthermore, those personnel who remain put are inequitably distributed between urban and rural areas (Dambisya, 2007). In Kenya, the brain drain of medical professionals is threatening the very existence of the country's health services. Kenya loses on average 20 medical doctors each month through either brain drain or brain waste (Ndetei, 2008).

Employee's performance has received wide attention in literature and research due to its importance since every organization aims to achieve high performance (Ojo, 2009). Employees are people who are hired, working on the basis of part time or full time under an employment arrangement, whether it is in written or oral expression. It also includes agreement on the remuneration and the kind of duties expected of the employee within a time frame (Shumen, 2009). Performance is the achievement of a set of assigned tasks that are anchored to time, with a result indicator that would measure the accomplishment level of the task assigned, which can be measured only when a performance standard has been put in place (Shumen, 2009). Employee's performance thus refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance (McNamara, 2005). Thus employees' performance can be defined as the way to perform job tasks according to the prescribed description. According to Kazmi (2008), employees' performance is the result of three factors; skill, effort and the nature of work conditions. The skills include knowledge, abilities and competencies the employee brings to the job. Effort is the degree of motivation the employee puts forth toward getting the job done while nature of work conditions is the degree of accommodation of these conditions in facilitating the employees' productivity.

The concept of organizational climate originated in the late 1950s as social scientists studied variations in work environments. The concept became popular in the industrial and organizational literature particularly in the 1960's and 1970's with the book of Litwin and Stringer (1968). Today a number of research exists linking organizational climate to several important organizational and individual outcome factors. For example, studies have shown a relationship between climate and output factors such as health and well-being of employees (Stone, Du & Gershon, 2007), job satisfaction (Tsai & Huang, 2008), organizational commitment (Tsai & Huang, 2008), turnover (Aarons & Sawitzky, 2006) and turnover intentions (Stone, Mooney-Kane, 2007).

Additionally studies have indicated that organizational climate has an impact on the relationship between other variables in the workplace. For example OC has been shown to influence the relationship between HR practices and productivity and to mediate the relationship between HR practices and customer satisfaction (Neal, West, & Patterson, 2005). Organizational

climate is thus an important subject within organizational studies, and its study is a potential source of information for many organizations.

Organizational climate may be defined as the shared perceptions of and the meaning attached to the policies, practices, procedures employees experience and the behaviors they observe getting rewarded and that are supported and expected (Schneider, 2011). Thus organizational climate is the set of perceptions shared by workers who occupy the same workplace and is a fundamental construct in work and organizational settings, as it provides an appropriate context for studying organizational behavior and allowing the exploration of individual and group behaviors (Asif, 2011).

A commonly used description of climate is that it refers to the employees' perceptions of organizational events, practices and procedures within one organization. By this description, climate is something measured at individual level and then aggregated to organizational level. For the aggregated results to be viewed as an organizational climate, there is need for some form of shared psychological meaning among the employees of the organization (James, 2008). According to Schneider (2013), the organizational climate concept has been defined in many different ways. Most organizational climate scholars tend to agree on the following two aspects of the climate concept. First, there is considerable agreement on the distinction between organizational climate and culture. Although the concepts have some conceptual overlap, they are distinctly identifiable within organizations (Schneider, 2013).

A state corporation is a legal entity created by a Government to undertake activities on behalf of an owner government. Their legal status varies from being a part of government into stock companies with a state as a regular stockholder. The defining characteristics are that they have a distinct legal form and they are established to operate in commercial affairs (RoK, 2013). The history of State Corporations in Kenya dates back from the independence days when they were formed to promote the interest of colonialists. After independence in 1963, the Kenyan Government found out that owing to shortage of private domestic savings and inadequate or total lack of entrepreneurial training, experience and management skills, the task of national development for rapid rate of economic growth could not be entrusted to the agencies of market forces alone (GoK, 2010).

Kenya Industrial Estates (KIE) Limited was established in 1967 as a subsidiary of Industrial and Commercial Development Corporation (ICDC) with a major role of promoting indigenous entrepreneurship by financing and developing small scale and micro enterprises. This is achieved through provision of industrial sheds, subsidized credit and improvement of entrepreneurial skills to indigenous owned Micro, Small and Medium industries (MSMIs) with special focus on rural industrial development.

Statement of the Problem

The Presidential Taskforce on Parastatal Reforms (2013) indicated that the performance of State Corporations in Kenya has been a matter of on-going concern in an environment of resource scarcity and mounting needs. A number of policy issues and challenges afflict State Corporations in Kenya including lack of clarity on the role that State Corporations should play in the economy. This is compounded by the apparent differences in opinion in respect of the exact role of the state in the national development effort; poor linkage of State Corporations activity with the national development goals; conflicting definition of what a State Corporation is in the Kenya context compounded by multiple legal and regulatory regimes creating significant ownership and oversight challenges (PTPR, 2013).

The Presidential Taskforce on Parastatal Reforms (2013) also points out that there is weak human resource and institutional capacity in State Corporations to attract and retain the skill sets needed to drive performance and also there is an

inadequate performance management framework that effectively links performance of State Corporations to national development goals and fails to adequately link individual performance to institutional performance. In addition, there is inadequate policy and policy coordination leading to poor definition of mandates, conflicts in mandates, as well as fragmentation of mandates that facilitate the proliferation of poorly resourced State Corporations (PTPR, 2013).

The Kenya Industrial Estates Limited has been experiencing shortage of human resources at the headquarters office. At the same time, employee retention in this State Corporation has faced serious challenges following increased globalization and internationalization of firms. The turnover of employees has also been increasing and this occurrence has undermined effective and efficient service deliver. According to a research done by Kenya Institute for Public Policy Research and Analysis (2013), State Corporations should create a more favorable organizational climate for career advancement and job satisfaction and also embrace such practices as job security and quality of work by ensuring the availability of work tools, safe and healthy work environments. Therefore, this research aims at finding out the effects of organizational climate variables on employee's performance with the aim of recommending possible solutions to issues affecting performance of employees in the State Corporations in Kenya with reference to Kenya Industrial Estates Limited.

Objectives of the Study

The general objective of the study was to establish the influence of organizational climate on employee performance in State Corporations in Kenya. The study was guided by the following specific objectives:

- To examine the effect of job autonomy on employees' performance in State Corporations in Kenya.
- To assess the influence of work life balance on employees' performance in State Corporations in Kenya.

LITERATURE REVIEW
Theoretical Review
Two-Factor Theory

To investigate the influence of work life balance on employee performance in state corporations in Kenya, the study will be based on Two factor theory. The Two-Factor Theory by Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or "factors" to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work and can include salary and safe working conditions. Motivators are related to the characteristics of the job itself. According to the theory, motivators and hygiene factors are non-exclusive.

According to Herzberg (1959), the states were categorized as "Motivators" and "Hygiene" factors, the latter also being referred to as Maintenance Factors. Motivators actually motivate an individual. They find their root within the job itself. Examples of Motivators are achievement, recognition, growth possibilities, career advancement, level of responsibility and the job itself. Hygiene Factors do not have any motivational value when present, but do have a de-motivational value if not present. These factors are extrinsic to the work itself and it is of importance that workplace environment has most of these factors. Examples of hygiene factors include company policy and administration, supervision, interpersonal relations, salary, status, job security, personal life and working conditions.

Stacey Adam's Equity Theory

The major tenets of the Equity theory will be applied in investigating the influence of job autonomy on employee performance in state corporations. According to Gupta (2011), Stacey

Adam's Equity theory of 1963 is based on the premise that people want to be treated fairly at work. It presumes that employees do not work in a vacuum and asserts that employees weigh what they put into a job situation (input) against what they get out of it (outcome) and then compare their input-outcome ratio with the input-outcome ratio of relevant others with whom they compare themselves. If ratios are equal, a state of equity is said to exist; they feel their situation is fair and that justice prevails. If the ratio is unequal, inequity exists, in other words, employees tend to view themselves as under rewarded and will therefore attempt to correct the inequity. The inequity can be corrected by for instance opting to quit for another employer (Khanka & Chand, 2006). The theory thus asserts that employees' level of motivation is dependent on the perception of whether they are being fairly treated for tasks related efforts, when compared with other employees.

According to the theory, an individual's motivation level is correlated to his or her perception of equity, fairness and justice as practiced by the management. Robbins and Decenzo (2012) and Gupta (2011) assert that equity exists if the employee's input output ratio is comparable to that of other peers in the professional network. However, if their ratios are lower than others, inequity is perceived; the employees become dissatisfied and become motivated to seek ways to attain equity. Inequity brings a state of disequilibrium that makes employees perceive the existing work environment and culture as hopeless and might choose to quit the current job in pursuit of a better and more equitable work environment. The theory thus guides in understanding how job autonomy influence an employee to leave or stay in an organization.

Conceptual Framework

Independent Variables   Dependent Variable
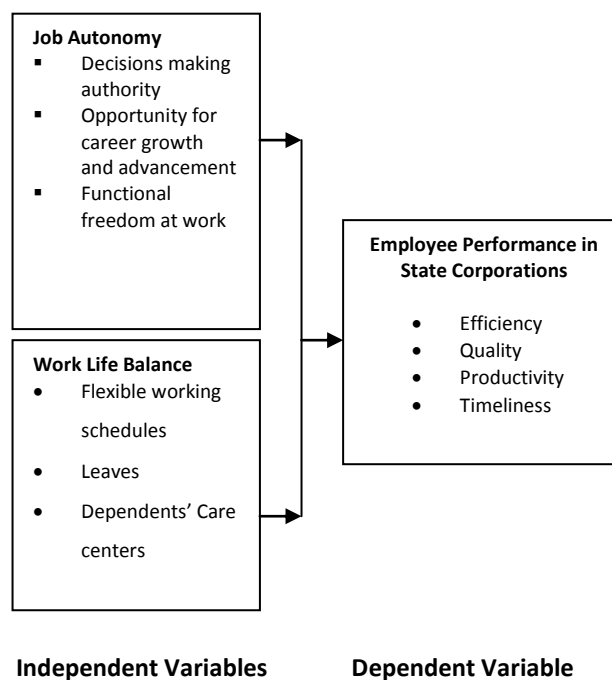
Figure 1: Conceptual Framework

Job Autonomy

Autonomy refers to a context of accountability, authority and responsibility (Mrayyan, 2006). Job autonomy can be defined to as 'a practice, or set of practices involving the delegation of responsibility down the hierarchy so as to give employees increased decision-making authority in respect to the execution of their primary work tasks' (Leach, 2013). Ajgaonkar (2012) found that a high level of autonomy motivates employees to take control over the job and also helps the employees to move ahead on targets. Autonomy further enhances the sense of organizational trust and confidence in employees. High job autonomy thus results in increased willingness to work. Therefore, it becomes important for organizations to strive to build autonomy in the job of employees as it directly influences the productivity of employees. Close supervision on employees' task makes them irresponsible and demotivates them and this may lead to industrial unrest. This perspective views job autonomy as structural empowerment (Kanter, 2007) through access to information, support, resources and

growth opportunities that directly affect workers' level of control.

In the Job Characteristics Model, job autonomy is viewed as one of the core task characteristics (that is; task variety, task identity, task significance, autonomy and feedback), the elements that positively affect employees' psychological states and thus lead to better work consequences including higher intrinsic work motivation, quality of performance and work satisfaction and lower absenteeism and turnover (Hackman & Oldman, 2015). In addition to the theoretical arguments, previous empirical studies have shown that job autonomy is positively related to job involvement, satisfaction, general health and well-being and employees motivational and meta-cognitive learning processes (Thompson & Prottas, 2006). Job autonomy is also viewed as a protection against negative outcomes for those individuals who use emotional work strategies (Johnson and Spector, 2007) to counter the stress of high job demands and it is related to less turnover (Parsons, 2013).

Job autonomy results in improved job performance because individuals think and consider themselves skillful and creative in accomplishing their tasks (Saragih, 2011). Individuals who experience high job autonomy are less constrained by the situational factors than the individuals who experience low autonomy (Gellatly & Irving, 2001). Work-role transitions theory suggested that autonomous workers are able to determine the means and ends of work, as well as the timing of processes (Black, 2006).

Work Life Balance Practices

Work life balance is a new concept that is gaining popularity in organizations in Kenya. It is a digression from the clocking in and off as well as a prevailing long hour's culture. A work-life balance is an organizational concept that empowers employees to split time and energy between work and other important areas of their life successfully. A work-life balance is an organizational concept that empowers employees to split time and energy between work and other important areas of their life successfully. Work-life balance is the optimal arrangement of an individual's on-the-job and private time to facilitate health and personal satisfaction without negatively impacting productivity and professional success. Availability of work life balance policies create perceptions of support for and control over work family matters and can generate more positive work attitudes (Robbins, 2009). When organizations provide work life balance policies and practices, they are perceived to be family supportive and may create a sense of assurance for employees that their organization or employer is concerned about their family wellbeing (Susaeta, 2011). The opposite of work life balance is work-life conflict which refers to the experience of conflict between work and life domain. The conflict arises when family-role responsibilities spill over or impede work activities (Greenhaus & Beutell, 1205).

As with most things in life, moderation is the key. Jack & Adele (2006) argue that many employees will seek jobs where they can establish a balance between their work and personal lives. They further argue that people who are constantly tied to their jobs lack a balance between work, family life and relationships and often deal with the symptoms of stress and burnout. Overworked employees are more likely to suffer health problems, are more likely to be absent and/or sick, less efficient, less sociable, and overall more difficult to work with. It is in the best interest of both the employee and employer to avoid these pitfalls. The challenges of integrating work and family life (work life balance) is a part of everyday reality for majority of workforce (Cleveland, 2007).

Work–life balance refers to perceiving a satisfactory balance between one's personal life and work schedule, and minimal conflict between the multiple roles one has to fulfill in terms of one's personal and work lives (Dockel, 2003). Parkes and Langford (2008) also describe work–

life balance as an individual's ability to meet his or her work and family commitments, as well as other non-work responsibilities and activities. Shrotriya (2009) posits that work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic/personal life and thus enhances efficiency and productivity of employees with increase in commitment and contentment.

Employees work hard to strike a balance to fulfill the demands of the working life and also meet the commitments of family life. Those who fail to do so either quit the organization thereby increasing the rate of attrition or become less productive. In the personal front also they feel unhappy. Work-life balance practices are thus those institutionalized structural and procedural arrangements as well as formal and informal practices that enable individuals to easily manage the conflicting worlds of work and family. They include arrangements such as provision for childcare facilities, flexible work arrangement, time offs, tele-working/telecommuting, different types of leave programs, part-time working arrangements, family-friendly policies, yoga classes, job sharing among others (Osterman, 2008).

Employee Performance

Service delivery involves a comparison of expectations with performance. Service is perceived as a set of activities performed by an organization that aims at creating value, which includes specific services or economic activities, acts or performance to customers as well as other organizational activities that are part of the value creation process such as leadership and management styles, structure of operations and customer relationship initiative (Edvardsson, 2005). Service quality is an important dimension of organizational performance in the public sector as the main output of most public sector organizations is services. Whereas service delivery would always happen with the expectation for

responsiveness, responsibility and accountability placed upon public servants, the question of the effectiveness and efficiency with which these services are rendered and whether the clients get best value for their money arises.

An exploratory survey on Kenyan service delivery and government interaction carried out by Crandal and Mutuku (2011) indicates that majority of the respondents have negative comments about service delivery by state corporations in Kenya. They cited that 45% of the respondents had complaints in relation to efficient service delivery and customer care. This is especially concerning infrastructure development, water, electricity and provision of health and education services. The study further indicates that the respondents on the whole had more negative experiences than positive experiences in relation to service delivery and customer care in Kenya. This indicates that there is room for improvement in Kenyan service delivery. State corporations are expected to continuously find measures that can enable them to raise standards of services delivered to ensure client satisfaction.

According to Mohammed (2015), public sector organizations agree that customer service is one of the most important vital factors that contribute to the establishment of reputation and credibility among the public. They argue that the public complaint of long queues, poor service delivery and insufficient physical facilities may affect the image and level of service quality in the public sector. According to Parasuraman (2008), customer expectations are what the customers think a service should offer rather than what might be on offer. In their work, they identified four factors that influence customers' expectations. These are; word of mouth communications, personal needs, past experience and external communications. They contend that a gap is created when the perceptions of the delivered service does not match the expectation of the client. In other words, where expectations exceed performance (perception of delivered

service), then perceived quality is unsatisfactory and customer dissatisfaction occurs.

Empirical Review of Literature
Job Autonomy

A study of 139 academics from Jordanian University Al-Omari (2009) established that job satisfaction and organizational commitment had a significant positive effect on intention to stay among the academic staff. A study by Daly (2006) on turnover intention of academics in public urban universities, established that structural factors such as faculty work environment, autonomy, communication, distributive justice and workload were related to intent to stay. Giri and Kumar (2007) acknowledged in an investigation that organizational climate had a significant effect on job satisfaction and job performance.

Schulte (2006) conducted a research, which demonstrated that both individual-level climate perceptions and organizational climate are related to job satisfaction. He noted that the overall climate in a work unit has significant influence on individual attitudes, after accounting for individuals idiosyncratic perceptions of the climate. Smith (2005) suggested that an organization's climate plays a strategic role in knowledge creation capability. Patterson (2004) predicted that associations between company climate and productivity would be mediated by average level of job satisfaction by studying 42 manufacturing companies and interpreted that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings.

Work Life Balance

Empirically, research shows that the existence of family support such as flexible schedules, supervisor support, work family culture, family benefits and others in an organization help a lot in the commitment and retention of employees (Gaan, 2008). Work-life balance programmes have the potential to significantly improve employee morale, reduce absenteeism and retain organizational knowledge, particularly during the difficult economic times (Lockwood, 2003; Landaur, 2007). Indeed Rahman and Nas (2013) assert that obtaining a balance between work and life has a great role in employee's decision to remain with the organization. They assert that the conflict between these dimensions of human activity can cause both job dissatisfaction and hence an intention to leave the organization as well as causing conflict with family members and family activities.

Thompson and Prottas (2005) and Yanadoria and Katob (2010) examined the relationship between employee turnover intention and organization support such as supervisor support, flex time, work family culture and co-worker support among others and they concluded that organization support reduced the employee turnover intention. Studies have shown that there are several work-life balance practices that organizations may adopt in order to increase employee commitment and hence retain them (Estes & Michael, 2005). These practices include flexible scheduling such as flextime, which permits workers to vary their start and finish times provided a certain number of hours is worked. Flexible time allows employees, to determine (or be involved in determining) the start and end times of their working day, provided a certain number of hours is worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour (Perry-Smith et al., 2008). St. George Bank in Australia reported reduced staff turnover from 18% to 15% in 2001 and 2006 respectively. The bank also reported improved employee satisfaction from 48% to 73% in 2002 and 2006 respectively. These were as a result of introducing Work life balance programs (Queensland Government, 2012).

Prottas & Thompson (2006) also examined the relationship between employee turnover intentions and organization support of employees through supervisor support, flex time, work family culture and coworker support and deduced that employee support programs reduced the employee turnover intention. In Kenya, Safaricom Company Limited has managed to retain its female employees through the provision of child care facilities. Research by Kenexa Research Institute in 2007 shows that those employees who were more favorable toward their organization's efforts to support work-life balance also indicated a much lower intent to leave the organization, greater pride in their organization, a willingness to recommend it as a place to work and higher overall job satisfaction.

A study by the Federal Reserve Bank indicates that, work-life balance increases employee productivity by 10.6%. Other benefits to the business include fewer incidences of burnout, less absenteeism, higher levels of employee engagement which can lead to more innovation and a greater likelihood that employees will advocate for the company. All the studies above alludes that properly executed work life balance practices are instrumental in helping employees manage their work and family responsibilities and hence portray a significant association between work life balance practices and employee commitment.

RESEARCH METHODOLOGY

The study adopted descriptive research design to collect data from the participants. The population for this study constituted employees of Kenya Industrial Estates at their Head Office in Nairobi. The study population thus composed 172 members of staff in different managerial levels currently working at Kenya Industrial Estates Head Office in Nairobi. The target population would be stratified into top management level, middle level managers and low level management. The sampling frame was the list of 172 employees working in all departments and sections of Kenya Industrial Estates Head Office in Nairobi. The study adopted a census survey design and therefore ruled out application of specific sampling technique. The study used the questionnaire as the research instrument. Qualitative data was analyzed by the use of content analysis. Quantitative data was analyzed by the use of descriptive statics and inferential statistics. The quantitative data was represented by use of frequency tables, graphs and pie-charts. The study used the SPSS program version 22 to analyze the quantitative data collected.

DATA ANALYSIS, RESULTS AND DISCUSSIONS

The study targeted a population of 172 respondents from which 126 filled in and returned the questionnaires making a response rate of 73.25%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. The research sought to determine the gender of the respondent and therefore requested the respondent to indicate their gender. The study found that majority of the respondent 52.45% were females whereas 47.55% of the respondent were males. This is an indication that both genders were involved in this study. On respondent's age distribution, the study found out that; most of the respondents 45% were aged between 41 to 50 years, 25 % of the respondents 30 to 40 years, and 15% of the respondents were aged below 30 years, whereas 15% of the respondents were aged above 50 years. This implies participants were well distributed in terms of their age. On period of service, the study revealed that most of the respondents 35% had worked with the Organization for a duration of 5-10 years, 28% had worked with the Organization for a period less than1 year and 25% worked for a period of 1 to 5 years and 12% had worked with the Organization for more than 10 years. This implied that majority of the respondents had worked with the Organization for a considerable period of time and thus they were in a position to give credible information relating to this study. The study

requested the respondents to indicate their highest level of education achieved. From the research findings, the study found that; 40% of the respondents held diplomas, 35% of the respondents were holders of bachelor's degrees, 15% of the respondents were holders of masters degrees, whereas 5% of the respondents held doctor of philosophy. This implied that respondents were well educated and they were able to respond to research questions with ease. From the results, it was evident that majority of public servants were degree and diploma holders.

Work Life Balance

The study sought to establish the extent to which respondents agreed with the statements regarding work life balance in relation to employee performance. A scale of 1-5 was used. The scores "strongly disagree" and "disagree" were represented by a mean score equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq$ disagree ≤ 2.5). The scores of 'neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq$ neutral ≤ 3.5). The score of "agree" and "strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq$ agree ≤ 5.0).

The results were presented in mean and standard deviation .The mean was generated from SPSS version 22. From the results, majority indicated to a small extent that there was a balance between work and personal life in my organization; there were annual/sick leave/compassionate leaves granted; the organization offered a variety of flexible working arrangements such as flexi time, onsite childcare services, social and family events, gyms and mental relaxation programmes and vacation; there was availability of health and well-being programmes like health insurance for self and defendants; employee got calls about work when on leave; employee did work schedules were flexible enough to allow employees attend to personal issues; the employee get permission to attend personal issues.

The study findings were in agreement with literature review by Jack & Adele (2006), who argue that as with most things in life, moderation was the key. Many employees will seek jobs where they can establish a balance between their work and personal lives. They further argue that people who are constantly tied to their jobs lack a balance between work, family life and relationships and often deal with the symptoms of stress and burnout. Overworked employees are more likely to suffer health problems, are more likely to be absent and/or sick, less efficient, less sociable, and overall more difficult to work with. It is in the best interest of both the employee and employer to avoid these pitfalls. The challenges of integrating work and family life (work life balance) is a part of everyday reality for majority of workforce (Cleveland, 2007).

Job Autonomy

The study was to investigate whether job autonomy had influence on employee performance in State Corporations. The study sought to establish the extent to which respondents agreed with the statements relating to job design influence on organizational performance in State Corporations in Kenya. A scale of 1-5 was used. The scores "To Strongly Disagree" and "Disagree" were represented by mean score equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq$ Disagree ≤ 2.5). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq$ Moderate ≤ 3.5). The score of "Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq$ Agree ≤ 5.0). The results were presented in mean and standard deviation. The mean was generated from SPSS version 22. From the research findings, majority of the employees indicated to a large extent that; employee job requires me to utilize a variety of different skills in order to complete the work; employee job involves completing a piece of work that has an obvious beginning and an end as shown by a

mean of 4.10; my job hardly provides me the chance to completely define it as shown by a mean of 4.01; the results of employees work are likely to significantly affect the lives of other people within the organization as shown by a mean of 3.99; employee job had a large impact on people outside the organization as shown by a mean of 4.10; the job allowed employee to plan their work as indicated by a mean of 4.01. The job design helps employee to meet personal needs and thus increase the level of employee performance as shown by a mean of 3.95; employee have job autonomy which allows employee to plan, schedule and control employee. The findings of this study concurred with literature review by Graham (2006) that there is a growing recognition that organizational climate factors affect employee performance. Basically, organizational climate factors affect the quality of work life, individual quality of work life outcomes and organizational outcomes

Employee Performance

On the extent to which employee performance in the organization is influenced, respondents were asked to indicate the extent to which the factors determined the employee performance. The data was collected from the different indicators of the variable, employee performance, which was ordinal categorical. The data was therefore presented in frequency tables with the median being used as the appropriate measure of central tendency. The results were presented in table 4.10. The first indicator for the dependent variable required to know what level of employee performance was in compliance with work ethics and regulations in order to achieve the expected results (efficiency). 0% of the respondents had 0-20%, 3% had 20-30%, 11% had 30-40%, 17% had 40-50%, 69% had over 50%. The modal class is of the respondents who had over 50% compliance. The mode was found to be 5 which implied that on average the employee level of compliance with work ethics and regulations was over 50%.

The next indicator required the respondents to state the level of customer satisfaction as a measure of employee productivity in the organization. 3% of the respondents had 0-20%, 3% had 20-30%, 14% had 30-40%, 26% had 40-50%, and 49% had over 50%. The modal class was of the respondents who had over 50%. The mode was found to be 5 which implied that on average, level of customer satisfaction was over 50%. When the respondents were asked what the level of quality service delivery standards as measure of quality in the employee performance was, 0% of the respondents indicated 0-20%, 3% had 20-30%, 3% had 30-40%, 34% had 40-50%, 60% had over 50%. The modal class was of the respondents who had over 50% quality service delivery standards. The median was found to be 5 which imply that on average, the employee level of quality service delivery standards in the organizations is over 50%.

Finally, the respondents were asked what the employee level of timely completion of tasks was, 0% of the respondents indicated 0-20%, 3% had 20-30%, 20% had 30-40%, 43% had 40-50%, 34% had over 50%. The modal class is of the respondents who had between 40-50% employee levels of timely completion of tasks. The mode was found to be 4 which imply that on average, the level of employee level of timely completion of tasks is between 40-50%.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This study aimed at establishing the influence of work life balance and job autonomy on employee performance in State Corporations in Kenya. Descriptive research design was employed and questionnaires used to collect primary data. The target population was all staff in the organization and the respondents was selected through census survey design. The response rate was at the acceptable level for analysis.

On Work Life Balance majority indicated to a small extent that there was a balance between work and personal life in the organization, annual/sick

leave/compassionate leaves are granted, the organization offer a variety of flexible working arrangements such as flexi time, onsite childcare services, social and family events, gyms and mental relaxation programmes and vacation. The study further established that there was availability of health and well-being programmes like health insurance for self and dependants, employee get calls about work when on leave, employee work schedules are flexible enough to allow employees attend to personal issues and also get permission to attend to personal issues to small extent.

On Job Autonomy research findings, majority of the employees indicated to a large extent that; employee job requires them to utilize a variety of different skills in order to complete the work; employee job involves completing a piece of work that has an obvious beginning and an end, the employee job hardly provides them the chance to completely define it; the results of employees work are likely to significantly affect the lives of other people within the organization; employee job had a large impact on people outside the organization and the jobs allowed employees to plan their work. The job design helps employee to meet personal needs and thus increase the level of organizational performance; employee have job autonomy which allows employee to plan, schedule and control work.

Conclusions of the Study
The study found out that work life balance influence employee performance in the organization. The employee did not have adequate balance between work and personal life in the organizations The annual/sick leave/compassionate leaves were not easily granted and organization did not offer a variety of flexible working arrangements such as flexi time, onsite childcare services, social and family events, gyms and mental relaxation programmes and vacation. Further, the study revealed that the variable statistically, strongly and significantly

correlated to employee performance at 5% level of significance as it had a positive relationship with the dependent variable.

Recommendations of the Study
The study recommended that the management at work place should respect employees and treat them fairly by appreciating their input to ensure they feel valued by the organizations which they serve. At the place of work is where people spend more time thus the need to be happy and satisfied. The immediate supervisor should ensure that employees have good development opportunities thus enabling them to give high priority to job satisfaction.

The study recommended for the provision of enough work life balances to enhance employee performance in the organization. The employee needs to have adequate balance between work and personal life in the organizations. The organizations should provide adequate annual/sick leave/compassionate leaves and offer a variety of flexible working arrangements.

Recommendations for Further Studies
Since this study sought to establish the influence of organizational climate on employee performance in State Corporations, it was established that from literature review, most studies were conducted in Turkey, Malaysia, Europe and a few studies were available in Africa. Additionally, very little has been undertaken to explore organizational climate on employee performance in State Corporations thus the researcher call for further studies to be undertaken in Kenya for generalization of the findings of this study. The study also recommends further studies on organizational climate on employee performance in State Corporations and encourages more studies on work environment approaches, discursive approaches, and practitioner/consultant approach and work environment theories to build up more scholarly work in this field. Similar studies should also be conducted on the other contemporary trends in

work environment to provide realistic and contextual solutions to organizational performance challenges in human resource management.

This study used quantitative technique and it was also a cross sectional study and hence other studies using longitudinal design could be carried out to establish whether employee performance is actualized. Also, an exploratory study would enrich findings because such a study would have a wide range of factors that influence employee performance addressed other than the ones identified in this study. This study confined itself to the organizational climate on employee performance in State Corporations. A comparative study should be carried out to compare whether the findings also apply in the public sector in Kenya in order to validate these findings.

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