The Moderating Effects Of Organizational Culture On The...
not operate in a vacuum but are heavily affected by their operating environment. Strategic management research consider employees as a critical success factor in the strategic planning process. Therefore this study focused on testing three research questions. First, the extent of strategic planning process; the relationship between strategic planning and performance; and whether employee engagement had a moderating effect on the relationship between strategic planning and organization performance of public sector organizations in Kenya. The study adopted a descriptive research design with a census of 86 public organizations that had embraced strategic management through implementation of strategic plans. Data collection was done through a pre-tested research questionnaire with 33 out of 86 sampling units returning their filled out questionnaire, representing a response rate of thirty eight percent (38%). The data received was then analyzed by use of a computer statistical package with descriptive and inferential statistics computed to test the hypotheses. The findings of this study confirmed the formality of strategic planning across public organization in Kenya. Additionally, the study revealed that the greatest outcome of adoption of strategic planning based on the four perspectives of the balance score card framework work was continuous learning and improvement. This was closely followed with improvements in internal operations as demonstrated by enhanced co-ordination that resulted in better decision making. Overall, the study revealed that strategic planning process had a positive and significant relationship with performance of these public organizations. Furthermore, employee engagement had a positive influence on this relationship though its moderation effect was not significant. Notwithstanding, the study also showed that the degree of involvement varied depending with the level of management with top management having the highest level of involvement in the process. The study also discussed the importance of allowing employees to be involved in the strategic planning process with a majority of respondents reporting improvement in their understanding of the strategic plan, which had an implicit impact on their commitment during implementation of their strategic plan. The study concluded that the strategic planning by public organization is a formal and systematic process, with those engaging in this practice expected to improve on their performance. It was also concluded that engaging employees in the strategic planning does not necessarily result in improvement of organizational performance. In line with the findings, the study recommends that the government of Kenya should ensure that all its agencies initiate strategic planning as it is bound to improve service delivery to its citizens. In the same breadth, for those agencies that have already initiated strategic planning, it is recommended that during review of their strategic plans at the end of every strategy cycle, they strive to carry out the process in its entirety and discouraged against halting mid-stream or taking shortcuts to ensure they accrue its full benefits. Finally, top management is encouraged to involve other employees in the strategy formulation process and also to install effective communication structures that will assist in co-ordination of the entire process. To further the research, it is recommended that this study be replicated in other sectors of the economy by modifying the school of planning to fit the sector of study. In addition, the employee engagement can be narrowed to each level of management and similarly the moderation effect to the different stages of the strategic planning process. Finally, future research should consider utilizing longitudinal data to better measure the impact of strategy over time. Organizational citizenship behavior (OCB), or the contextual component of an individual’s performance on the job, has been the subject of numerous research studies over the last several decades. One area of expanding research involves the influence of gender role stereotypes on the performance of OCB. Another area of research has demonstrated that some behaviors that were previously assumed to be extra-role are actually considered to be in-role by some people. The purpose of this study was to further explore these more recent extensions of the OCB literature. Specifically, this study examined organizational factors that may moderate the relationship between gender and OCB role definitions. This thesis proposed that women are more likely to consider communal OCB (e.g., helping) as in-role and men are more likely to consider agentic OCB (e.g., voice) as in-role. Additionally, this study examined a variety of organizational factors that can mitigate the effects of gender on the OCB role definitions of men and women for both helping and voice. The sample consisted of 293 participants from Amazon’s Mechanical Turk service, who were employed at least part-time, at least 21 years old, and living in the United States. Data were collected via an online survey. Regression analyses were used to test the relationship between gender and OCB role definitions as well as the proposed moderation hypotheses. There were no significant findings regarding the hypothesized relationships; however, a number of main effects on role definitions were found. Specifically, the percentage of female coworkers in a person’s immediate work group, group cohesiveness, and organizational collectivism were associated with role definitions for helping, and perceptions of a participatory climate, a climate for psychological safety, and a climate for inclusion were related to role definitions for voice. Exploratory analyses revealed significant main effects of several other variables on role definitions for helping and voice, as well as significant interactions. This thesis contributes to the literature by increasing knowledge about the effects of organizational factors on OCB role definitions across male and female employees and environmental modifications that can maximize the spontaneous performance of OCB by both genders in the workplace.

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