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FACTORS AFFECTING EMPLOYEE RETENTION IN NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY, KENYA.

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Abstract

Purpose: To establish the factors affecting employee retention in Non-Governmental Organizations in Nairobi County, Kenya.

Methodology: The study embraced descriptive research design in order to provide a framework to examine current conditions, trends and status of events. The study targeted the 47 registered Non-Governmental Organizations in Nairobi County, the target population was all the Executive Directors and the Human Resource directors (total=92). A questionnaire was designed to collect information that contain open ended and closed ended questions. Data was analysed using both descriptive and inferential statistics. This is because descriptive statistics helps to describe the data collected and aim to summarize a sample while inferential statistics are used to interpret the meaning of descriptive statistics besides making propositions about populations and so helps in drawing conclusions. The filled in questionnaires were collected, cleaned, coded and fed in the computer for analysis by SPSS V22 for both descriptive and inferential statistics.

Results: The findings of this study suggested that a clear Leadership positively influences the employee retention in NGO's in Kenya. The corresponding change in retention can be explained by a unit change in Leadership clarity with the constant. The research found out that Rewards has a positive influence on employee retention in NGO's in Kenya. The corresponding change in the employee retention in NGO's in Kenya can be explained by a unit change in Rewards. Rewards determine the organizational strategy.

Contributions to policy and practice: Expansion of Leadership space to facilitate access by staff and other stakeholders through allocation of more resources towards development. Rewards play a key role in motivating employees, hence retention in the NGO sector in Kenya. The study recommends more policies developed around rewarding of employees.

Key Words: *Leadership, rewards, job satisfaction, work environment, employee retention.*

1.0 INTRODUCTION

Ramlall (2014) notes that in today's highly competitive labor market, there is extensive evidence that organizations regardless of size, technological advances, market focus and other factors are facing retention challenges. There are indeed many employee retention practices within organizations, but they are seldom developed. Given the large investments in employee retention

efforts within organizations, it is rational to identify, analyze and critique the motivation theories underlying employee retention in organizations. Low unemployment levels can force many organizations to re-examine employee retention strategies as part of their efforts to maintain and increase their competitiveness but rarely develop these strategies from existing theories.

Employers have been caught up in the middle of improving their staff capacities and retaining them at the end of it. Most employers have been involved in a number of one of the following ways to retain their employees; Employee compensation, communication around the company pay system, employee recognition, and employee rewards systems, work-life balance, training and development and maintaining a creative work environment. However, employees still desire better opportunities elsewhere or decide to pursue other interest in life (Dyer & Ericksen, 2015).

Dyer and Ericksen (2055) argued that better employees may move to other organizations for better opportunities; the coworkers who cannot improve their positions are more likely to stay. This is especially possible when outstanding performance for high performers is not distinctively rewarded; Workplace managers are compelled to improve skills in decision making pertaining to retaining of best talents and employees. Employee retention is defined as the ability to hold on to those employees you want to keep longer than your competitors.

Samuel and Chipunza (2009) defines retention as keeping those employees that keep you in business. Those are the performers not the incompetent, mismatched, disillusioned, plateaued or burnout employees. They must be the employees an organization cannot afford to lose, the indispensable ones, the hardest to replace and the most critical to the success of an organization's business strategy. A growing number of organizations are figuring out on how to win the war for talent. They are committed to keeping their valuable employees because they know that those are the people who keep them in business. They realize that if people stay longer, they get better at what they do, build stronger relationships with the most valued customers leading to long-term success in the market place.

Allensworth-Davies *et al.*, (2007) argue that, for retention strategy to be effective, it is important to manage employee's expectations. The psychological contract focuses on employee subjective interpretations and evaluation of inducements and how they affect their intentions to stay. Fostering and nurturing employee commitment is a strategy employed by organizations in retaining their valued human capital.

The degree of freedom and independence enjoyed by employee and their participation in planning and organizing their work has an influence on organizational commitment. (Bailyn & Lynch, 1983) a survey of factors affecting nurse retention indicates that, motivation at work is a key factor for performance of nurses and also a significant predictor of intention to quit (Hasselhorn, Tackenberg, Müller, & Group, 2003).

Dyer and Ericksen, (2005) researched on effects of selective reenlistment bonuses on retention and observed that basic pay; job security and family medical care ranked highest carried out a similar research focusing on retention factors among high technology employees in South Africa and observed that compensation has a strong positive relationship with organizational commitment and hence employee retention (Andrea 2004).

According to Obasotu (2012), a human resource manager in charge of implementation of NGO funded poverty eradication projects in Swaziland; there was a tendency for other organizational employees to aggressively seek employment opportunities in the NGOs due to their superior remuneration and attractive motivational rewards and these workers would always transfer from one project to the other making them register high employee turnover. He further observes that in most NGO working environments, less effort is put on accumulating fixed assets as a result of the temporary nature of most project interventions, yet working environment is crucial to employee satisfaction.

Non-Governmental Organizations in Kenya are service providing agencies that are registered under The Societies Act, Cap 108, of the laws of Kenya. To efficiently provide services, they recruit and select professionals from the labor market and train and orient them to the type of services they intent to provide to the community where they work. According to Wanjala (2014), in a survey based on the status of employee stability in the NGO sector in Chavakali, it is uncommon to meet employees working in NGOs for long and reasons explaining this scenario include need for more attractive pay, listening and caring leadership and desire for motivational rewards.

Working with the NGO Council of Kenya and offering consultant services for effective implementation of community based development projects in Eastern Kenya region, with particular reference to Machakos County, Manduli (2015) indicated that NGO sector was getting less effective as a result of low prevalence of employee retention and recommended that this be investigated and solutions implemented to steer this sector into addressing the needs of communities not adequately served by government departments

In Kenya, (Amamo, 2005) carried out a survey of factors that attract and retain FM radio presenters in Kenya and observed that basic pay ranked highest on factors that employee would consider while moving to another organization. (Abuti, 2006) in her survey of factors influencing employee turnover among Kenyan broadcasters cited lack of training strategies as a major cause associated with staff turnover. These studies tend to indicate that retention factors vary from one industry to the other and a factor could rank high in one industry lower or is totally irrelevant.

For instance, job satisfaction seems to be the retention factor ranking highest in the nursing field, compensation highest in media industry' while career growth and development in military' field. Arising out on this, there is a need assess the challenges facing staff retention in non-governmental organization to Kenya in the workplace because there is inadequate data from this sector, most current research are in the medical sector.

1.1 Statement of the Problem

Employee turnover can result in interruptions, increased replacement and recruitment costs, loss of efficiency, incomplete projects, customer dissatisfaction, scheduling difficulties and the depletion of the company's intellectual capital. Research indicate that employees will leave companies in search of better payments package, better career and development opportunities and job satisfaction among other factors (Schwab & Thomas, 2006)

According to the National Council of NGOs Report (2015), while responding to the governments threat to close down most NGOs accusing them of financing terrorism, it was also indicated that NGO work was being hampered by low employee retention and Nairobi County was indicated to

have registered a mere 26%. In many of the NGOs in Nairobi Country, there has been prevalence of employee retention for formal engagement in other organizations, rendering these NGOs less effective in service delivery (Kibet, 2015).

1.2 Objectives of the Study

- i. To determine how leadership affects employee retention in Non Governmental Organizations in Nairobi County, Kenya.
- ii. To establish how Rewards affects employee retention in Non Governmental Organizations in Nairobi County, Kenya.
- iii. To find out the effect of job satisfaction on employee retention in Non Governmental Organizations in Nairobi County, Kenya.
- iv. iv.To assess how Work environment affects employee retention in Non Governmental Organizations in Nairobi County, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.2.1 Contingent Leadership theory

Stogdill and Mann found that while some traits were common across a number of studies, the overall evidence suggested that persons who are leaders in one situation may not necessarily be leaders in other situations. According to this approach, called contingency theory, no single psychological profile or set of enduring traits links directly to effective leadership. Instead, the interaction between those individual traits and the prevailing conditions is what creates effective leadership. In other words, contingency theory proposes that effective leadership is contingent on factors independent of an individual leader. As such, the theory predicts that effective leaders are those whose personal traits match the needs of the situation in which they find themselves. Fiedler's contingency model of leadership focuses on the interaction of leadership style and the situation (later called situational control).

Contingency theory attempts to relate research on many management variables, for example, research on professionalism and centralized decision making or worker education and task complexity. It allows you to analyze a situation and determine what variables influence the decision with which you are concerned. A management contingency model is below. The center circle represents the agency. Notice that the primary internal contingency on which management depends is the agency's purpose or goals. The people hired, technology used, tasks performed, and organizational structure are all heavily influenced by an agency's goals. This contingency model is based on Carlisle, H.M. (1976) Management Concepts and Situations, Science Research Associates Inc.

The essence of contingency theory is that best practices depend on the contingencies of the situation. Contingency theory is often called the "it all depends" theory, because when you ask a contingency theorist for an answer, the typical response is that it all depends. While this may sound simplistic, assessing the contingencies on which decisions depend can be a very complex. Contingency theorists try to identify and measure the conditions under which things will likely occur. Since human service practice varies substantially, contingency theory offers a useful

approach to model and predict CAP practice. The term contingency as used in contingency theory is similar to its use in direct practice. A contingency is a relationship between two phenomena. If one phenomenon exists, then a conclusion can be drawn about another phenomenon. For example, if a job is highly structured, then a person with a freewheeling disposition will have problems with the job. Contingencies can sometimes be considered conditions.

2.2.2 Incentive Theory

Incentive theory is based on the idea that behavior is primarily extrinsically motivated. It argues that people are more motivated to perform activities if they receive a reward afterward, rather than simply because they enjoy the activities themselves. There is controversy concerning how and for how long motivators change behavior. For instance, some data suggest that intrinsic motivation is diminished when extrinsic motivation is given—a process known as the overjustification effect (Deci *et al.*, 1999). If extrinsic incentives are used to stimulate behaviors that an individual already finds motivating (even without external reinforcement), intrinsic motivation for that behavior may decrease over time. In those cases, extrinsic motivators can backfire: instead of serving as an incentive for the desired behavior, they undermine a previously held intrinsic motivation. This can lead to extinguishing the intrinsic motivation and creating a dependence on extrinsic rewards for continued performance (Deci *et al.*, 1999).

A classic research study of intrinsic motivation illustrates this problem clearly. In the study, researchers asked university students to perform two activities—solving puzzles and writing newspaper headlines—that they already found interesting. Some of the students were paid to do these activities, the others were not. Under these conditions, the students who were paid were less likely to continue to engage in these activities after the experiment, while the students who were not paid were more likely to continue—even though both groups had been equally interested in the activities to begin with (Deci, 1971). The extrinsic reward of payment, it seemed, interfered with the intrinsic reward of the activity itself.

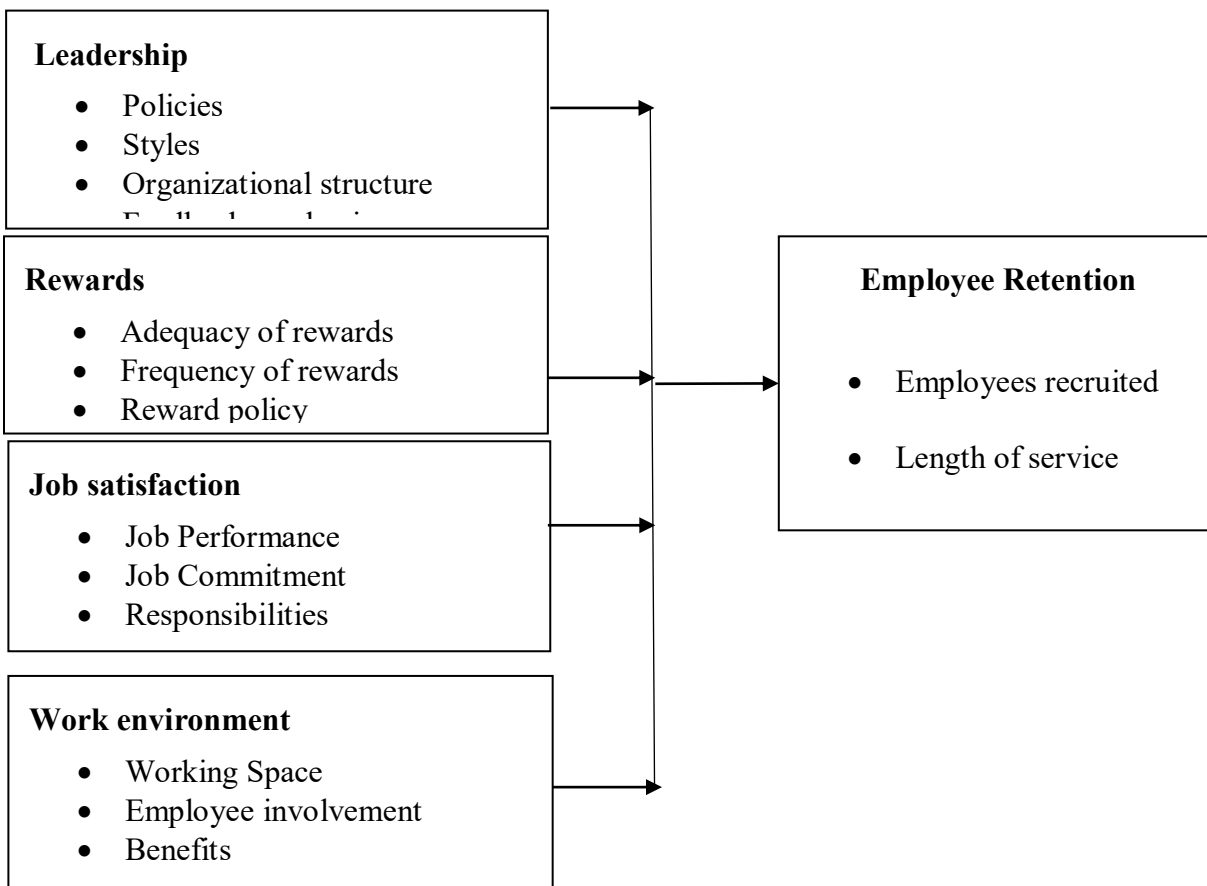
Other studies suggest that intrinsic motivation may not be so vulnerable to the effects of extrinsic reinforcements, and in fact, reinforcements such as verbal praise might actually increase intrinsic motivation (Arnold, 1976; Cameron & Pierce, 1994). Several factors may influence this: for one, physical reinforcements (such as money) have been shown to have more negative effects on intrinsic motivation than do verbal reinforcements (such as praise). Furthermore, the expectation of the extrinsic motivator by an individual is crucial: if the person expects to receive an extrinsic reward, then intrinsic motivation for the task tends to be reduced. If, however, there is no such expectation, and the extrinsic motivation is presented as a surprise, then intrinsic motivation for the task tends to persist (Deci *et al.*, 1999).

2.2.3 Herzbergs two factor Theory of job satisfaction

The two-factor theory of job satisfaction was the result of a five year research program on job attitudes initiated by a grant from The Buhl Foundation. There was an urgent need at the time for more and better insight about the attitudes of people towards their jobs due to the prevalence of job dissatisfaction indicators such as strikes, slow downs, and filing of grievances (Herzberg, Mausner, Peterson, & Capwell, 1957). During the first stage of the program, Herzberg and his

colleagues conducted a comprehensive literature review of over 2000 writings published between 1900 and 1955. The literature yielded contradictory results, and the research designs of the studies varied widely in quality and the methodologies used (Herzberg, Mausner, & Snyderman, 1959).

2.2 Conceptual Framework



Independent variables

Dependent Variable

3.0 RESEARCH METHODOLOGY

The study embraced descriptive research design in order to provide a framework to examine current conditions, trends and status of events. The study targeted the 47 registered Non-Governmental Organizations in Nairobi County, the target population was all the Executive Directors and the Human Resource directors (total=92). A questionnaire was designed to collect information that contain open ended and closed ended questions. Data was analysed using both descriptive and inferential statistics. This is because descriptive statistics helps to describe the data collected and aim to summarize a sample while inferential statistics are used to interpret the meaning of descriptive statistics besides making propositions about populations and so helps in drawing conclusions. The filled in questionnaires were collected, cleaned, coded and fed in the computer for analysis by SPSS V22 for both descriptive and inferential statistics.

4.0 RESULTS

4.1 Response Rate

The table 4.1 presents that the response rate was 91% of the total sample size and the non response was 9%. The response of 91% facilitated towards gathering sufficient data that was generalized to reflect the opinions of respondents. This was in tandem with Graham (2002) that a response rate above 50% of the total sample size contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the target population on the sought study problem

Table 4.1 Response Rate

Response rate	Frequency	Percentage
Response	84	91%
Non Response	8	9%
Total	92	100%

4.2 Descriptive Analysis

Leadership

The study sought to identify the effect of leadership on employee retention in NGO's in Kenya. According to Blair (2001) Leadership relates to processes and decisions that seek to define actions, grant power and verify performance.

From the findings in table 4.2 majority (43%) indicated that affected employee retention to a large extent, 30% to a very large extent, 15% to a moderate extent, 8% to a small extent and 4% not at all. These echoed findings by O'Donnell (2007) that good Leadership in many Non Governmental organizations have led to increase in employee retention in NGO's in Kenya (Rosi, 2010). The study therefore infers that Leadership helps improve employee retention in NGO's in Kenya.

Table 4.2 Extent to which Leadership affected employee retention in NGO's in Kenya.

Leadership	Frequency	Percent
To a very large extent	18	30
To a large extent	26	43
To a moderate extent	9	15
To a small extent	4	8
Not at all	2	4
Total	59	100

Rewards

The study sought to find out the effect of Rewards on employee retention in NGO's in Kenya. Rewards is providing one-to-one support to employees (De Fabrizio, 2001). In this study, it means support offered to employees by experts boost their motivation. From the findings in table 4.3, majority (41%) indicated that Rewards influenced employee retention in NGO's in Kenya. to a very large extent, 31% to a large extent, 19% to a moderate extent, 7% to a small extent and 2% not at all. These findings corroborate with findings by Hui (2011) who found out that Rewards plays a key role in improving employee retention in NGO's in Kenya.

Table 4.3 Extent to Which Rewards affect employee retention in NGO's in Kenya.

Rewards	Frequency	Percent
To a very large extent	25	41
To a large extent	18	31
To a moderate extent	11	19
To a small extent	4	7
Not at all	1	2
Total	59	100

Job satisfaction

The study sought to examine the influence of Job satisfaction on employee retention in NGO's in Kenya. According to Collier (2006) Job satisfaction is the involvement of the employees in work related responsibilities (Foster, 2000). From the findings in table 4.8, majority (49%) indicated that Job satisfaction affected employee retention in NGO's in Kenya to a large extent, 32% to very a large extent, 11% to a moderate extent, 4% to a small extent and 4% not at all. These findings were in agreement with findings by Collier (2006) who found out that Job satisfaction affected employee retention in NGO's in Kenya.

Table 4.4 Extent to which Job satisfaction affected employee retention in NGO's in Kenya.

Job satisfaction	Frequency	Percent
To a very large extent	19	32
To a large extent	29	49
To a moderate extent	7	11
To a small extent	2	4
Not at all	2	4
Total	59	100

Work environment

The study sought to determine the effect of Work environment on employee retention in NGO's in Kenya. This is a summary of policies and procedures governing collaboration of the employees in relation to employee retention in NGO's in Kenya (Gelderman *et al.*, 2006).

O'Donnell (2007) articulates that a Work environment is simply the rules and regulations that are set in place to govern the process of long functionality and efficiency of employees. From the findings in table 4.5, majority (42%) indicated that Work environment affected employee retention in NGO's in Kenya to a large extent, 26% to a very large extent, 18% to a moderate extent, 7% to a small extent and 7% not at all. These findings correspond with those by Eyaa and Oluka (2011) who found out that work environment disruptions interfere with employee retention in NGO's in Kenya.

Table 4.5 Extent to Which Work environment affected employee retention in NGO's in Kenya.

Work environment	Frequency	Percent
To a very large extent	15	26
To a large extent	25	42
To a moderate extent	11	18
To a small extent	4	7
Not at all	4	7
Total	59	100

Employee Retention

From the findings in table 4.6, Leadership had a mean score of 4.311, Rewards had a mean score of 3.909 and Job satisfaction had a mean score of 3.942. These findings were in line with those of Braxton (2008) who found out that employee retention in NGOs in Kenya is determined by these factors.

Table 4.6 Employee Retention Factors Mean, Std. Deviation and Variance Results

Employee Retention	N	Mean	Std. Deviation	Variance
Leadership	107	4.311	.8404	.648
Rewards	107	3.909	.7152	.612
Job Satisfaction	107	3.942	.7176	.582
Average	107	4.054	0.7577	0.614

4.6 Regression Results

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables notably, (X₁) Leadership, (X₂) Rewards, (X₃) Job satisfaction and (X₄) Work environment and dependent variables (Y) Employee retention. According to Green and Salkind (2003) regression analysis is a statistics process of estimating the relationship between variables. Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable. The regression analysis results were presented using beta coefficients table. The model used for the regression analysis was expressed in the general form as given below:

$$Y = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5 + \epsilon$$

From the findings of the study it shows that the regression model coefficient of determination (R²) is 0.859 and R is 0.901 at 0.05 significance level. This is an indication that the four

independent variables notably; (X₁) Leadership, (X₂) Rewards, (X₃) Job satisfaction and (X₄) Work environment were significant in contributing to employee retention in Kenya. The coefficient of determination; R² indicates that 85.9% of the variation on employee retention in Kenya is influenced by independent variables (X₁) Leadership, (X₂) Rewards, (X₃) Job satisfaction and (X₄) Work environment. This implies that there exists a strong positive relationship between independent variables and employee retention in NGOs in Kenya.

The remaining 14.1% of the variation on employee retention in NGOs in Kenya can be explained by other variables not included in the model. This shows that the model has a good fit since the value is above 75%. This concurred with Graham (2002) that (R²) is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains all the variability of the response data around its mean. In general, the higher the (R²) the better the model fits the data.

Table 4.7 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std Error
1	.901.	.859	3.545	3.545

The study further used one way Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green and Salkind (2003) posits that one way Analysis of Variance helps in determining the significant relationship between the research variables. Table 4.13 hence shows the regression and residual (or error) sums of squares. The variance of the residuals (or errors) is the value of the mean square which is 2.280. The predictors X₁, X₂, X₃ and X₄ represent the independent variables notably; (X₁) Leadership, (X₂) Rewards, (X₃) Job satisfaction and (X₄) Work environment as the major factors influencing employee retention in NGOs in Kenya.

Table 4.8 presents the results of ANOVA test which reveal that all the independent variables notably; (X₁) Leadership, (X₂) Rewards, (X₃) Job satisfaction and (X₄) Work environment have a significance influence on employee retention in NGOs in Kenya. Since the P - value is actual 0.02 which is less than 0.05% level of significance. Table 4.14 also indicates that the high value of F_{calc} (83.433) with significant level of 0.02 is large enough to conclude that all the independent variables significantly influence employee retention in NGOs in Kenya.

Table 4.8 Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	P-Value.
1	Regression	8.332	3	3.280	83.433	.002
	Residual	2.000	80	.027		
	Total	10.332	83			

Table 4.9 presents the results of the test of beta coefficients which indicates that the significant relationship between independent variables notably; (X₁) Leadership, (X₂) Rewards, (X₃) Job

satisfaction and (X₄) Work environment and dependent variables Y= employee retention in NGOs in Kenya. As presented in table 4.15, (X₁) Leadership coefficient of 0.799 was found to be positive at significant level of 0.004 and this indicates that Leadership has a positive influence on employee retention in NGOs in Kenya. , (X₂) Rewards coefficient of 0.655 was found to be positive at significant level of 0.002 and this indicates that Rewards has a positive influence on employee retention in NGOs in Kenya , (X₃) Job satisfaction coefficient of 0.701 was found to be positive at significant level of 0.003 and this indicates that Corporate Rewards has a positive influence on employee retention in NGOs in Kenya (X₄) Work environment coefficient of 0.811 was found to be positive at significant level of 0.001 and this indicates that Work environment has a positive influence on employee retention in NGOs in Kenya.

This clearly demonstrates that all the independent variables significantly influenced employee retention in Kenya but the relative importance of each independent variable was different. However, since the significance values were less than 0.05, all the coefficients were significant and thus the regression equation was;

$$Y = 221 + 811X_1 + 799X_2 + 701X_3 + 655X_4 + 211$$

Table 4.9 Coefficients

	β - Coefficients	Std. Error	Sig
(Constant)	0.221	.211	.00314
X ₄	0.799	.184	.00423
X ₂	0.655	.184	.00253
X ₃	0.701	.170	.00312
X ₁	0.811	.168	.00109

Dependent Variable Y

The Beta coefficients indicate that a unit change in the independent variables; X₁, X₂, X₃ and X₄ in effect led to the dependent variable Y to change by 811, 655, 701 and 799 respectively.

5.0 CONCLUSIONS AND RECOMMENDATIONS.

5.1 Conclusions

The findings indicated that currently Leadership emphasis is low. With regard to the integration of leadership, the respondents expressed overwhelming excitement and eagerness; however, these attitudes are dampened by various challenges that they face. Rewards have the potential to provide a framework for professional development; one consistent with experiential learning and the development of a learning organization"; "Prior research has shown that one-shot workshops without ongoing individual technology support often fail to meet the specific needs of most educators; instead one-on-one technology mentoring models show promising results" It is clear that collaboration is keen to encourage further study through the provision of opportunities. The aims of this initiative were to i) enhance teachers' personal skills; ii) enrich their understanding; and (most importantly) iii) support them to develop into capable (as opposed to simply competent) computer users – those who could go on learning beyond the period of the course On the other hand, the study also revealed that lack of operational Work environment policies is another challenge hindering employee retention.

5.2 Recommendations

The study justifies that with proper strategies, these can help eliminate assumptions, misconceptions, misjudgments and the gross negative perception about employee retention in the NGO industry in Kenya. The government of Kenya, policy makers, the International community and other stakeholders with interest in Kenya matters should pay attention on measures that ensure proper retention within the organ in Kenya. Specifically, the study recommends: Expansion of Leadership space to facilitate access by staff and other stakeholders through allocation of more resources towards development. Rewards play a key role in motivating employees, hence retention in the NGO sector in Kenya. The study recommends more policies developed around rewarding of employees. Employee involvement and participation in decisions, coupled by partnerships with other successful partners in a bid to acquire best practices to accelerate job satisfaction is recommended. Using blended approach and enhancing work flexibility is recommended. This recommendation is supported by Awidi (2008) who advises that developing a flexible environment that is trusted and sustainable requires pursuing a blended approach.

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