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SHEILA MAIRURA, DR. JOYCE NZULWA, RONALD KWENA

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INFLUENCE OF EMPLOYEE INVOLVEMENT ON PERFORMANCE OF THE PETROLEUM INDUSTRY IN KENYA

[1]**Sheila Mairura,** [2]**Dr. Joyce Nzulwa,** [2]**Ronald Kwena**

[1]Msc. Student, Jomo Kenyatta University of Agriculture & Technology (JKUAT), Nairobi, Kenya
[2]Jomo Kenyatta University of Agriculture & Technology (JKUAT), Nairobi, Kenya

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ABSTRACT

Results of the previous studies indicate a statistically significant relationship between employee involvement and performance of the petroleum industry in Kenya as well as significant difference between the performance of petroleum companies whose employee involvement is deep and the performance of petroleum companies whose employee involvement is shallow. This study sets to examine the relationship between employee involvement and organizational performance in the petroleum sector in Kenya. Literature was reviewed with emphasis on the relationship between the variables, theoretical literature and empirical literature. The unit of analysis was all managing directors of the 71 registered petroleum players who gave the information on organizational performance and employee involvement. Data was generated by means of questionnaires to Petroleum firms on employee involvement and organizational performance variables. Responses from the survey was statistically analyzed using descriptive statistics, product moment correlation and regression analysis. The implications of this study included strengthening the need for manufacturing firms to demonstrate high level of commitment to employee involvement for organizational performance enhancement. The petroleum sector is becoming more internationalized and thus the financing of the procurement is also evolving. The sector is divided into three main sectors based on the steps from drilling to refinement and selling of the final products; the upstream, midstream and downstream sectors. The research findings showed a strong combined correlation between the two independent variables and the dependent variable.

Key Words: *Information Sharing, Employee Training, Employee Involvement, Performance*

INTRODUCTION

Today's business environment is rapidly changed with increasing turbulence and uncertainty. Such external circumstances do not allow reliable prediction of the future and creating long-term plans. Companies are under pressure to seek new strategies and to make quick decisions to overcome the changes (Bauer, Braun & Clark, 2008). As the rate of change increases, so does the need for fast and immediate response, which implies higher organizational flexibility. Such conditions increase the importance of the involvement of talented employees and their input into the management process. Employees, who possess knowledge, skills and abilities, gain wider strategic importance. Involving employees in decision -making and problem solving, primarily is due to the need of the organization to develop cross-functional relationships and exploiting the total potential of employees. The purpose of this paper is to determine the effects of several basic dimensions of employee involvement on organizational performance.Employee involvement in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation (Maksoud, Asada, Nakagawa & 2008).

Bauer et. al, (2008) note that employee involvement is a process of participation and empowerment of employees in order to use their input towards achieving higher individual and organizational performance.

Involvement refers to the employee participation in decision making and problem solving, and increased autonomy in work processes. As a result, employees are expected to be more motivated, more committed, more productive and more satisfied with their work. Basic dimensions of involvement are: employee participation (as individuals or in teams), empowerment and self-managed teams. Employee participation is a management initiative and, as a concept means that the employees are given the opportunity to discuss issues relating to their work, to influence managerial decisions, but management reserves the right to govern. The idea of empowering employees means abandoning command-control system and mechanistic structure. In order to achieve results, modern managers and leaders need to act as facilitators rather than controllers of the work processes (Bourne, Kennerley& Santos, 2005.

Dehning and Richardson (2002) posit that as a socio-technical approach to technological processes and production methods, empowerment is seen as a peak in the employee involvement, social participation and social integration in the organizational system. Although often equated with the delegation, employee empowerment goes further strengthening the granting authority to those most qualified. Generally explained as allowing employees greater freedom, autonomy and self-control over their work, empowerment also means responsibility for decision-making. The key question is who has the power. In any organization, power relations are crucial in determining the way in which managers and subordinates work together (1). The power is embedded in social relations and can be switched from one side to the other depending on which is the most appropriate person to hold power.

According Accenture (2006) employee involvement exercises a direct effect on organizational performance. This was acknowledged by leaders of global firms in a Sixty-one percent of the 251 executives surveyed worldwide who called for the ability to capture participatory management of the organizations a vital driver of their organizations' performance. Employee involvement in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation (Dehning& Richardson, 2002).

The measurement of public organizations' performance is a central issue in public administration both in the U.S. (Moynihan 2008) and numerous other countries (Pollitt and Bourckaert 2000). Missing in the rush to performance appraisal and performance management is any effort to tie empirical efforts to the extensive literature on measurement theory (Ghiselli et al. 2012; Shultz 2005; Hand 2004). This paper uses measurement theory to assess the potential problems in measuring organizational performance. It deals with both subjective and data-based measures as well as measures internal to the organization and those imposed by external stakeholders. Because organizations can be evaluated on multiple dimensions of performance (Boyne 2002)

A study by Kojima (2010) reported that Governments have larger presence in the petroleum market in West Africa than in East and Southern Africa. In Burkina Faso, Côte d'Ivoire and Niger, they use a state-owned monopoly to procure all petroleum products. Kenya has an OTS, whereby crude and refined petroleum products are purchased by a single OMC for the entire market on the basis of a public tender and shared among all marketing companies in proportion to their share of the market (Brew-Hammond, Boakye, &Osei, 2010). The questions with the OTS is how cost effectiveness is it and what financial benefits does it accord both the OMCs and the economy as a whole. The institutional structure of petroleum industry comprises the Ministry of Energy, the Energy Regulatory Commission (ERC), Kenya Pipeline Company (KPC), Kenya Petroleum Refineries Limited (KPRL) and Multinational Independent Oil Marketing Companies that include a State Oil Company, the National Oil Corporation of Kenya (NOK) (MOE, 2015). The Ministry of Energy provides the policy leadership, while ERC provides regulatory stewardship of the sub-sector. The KPC is a State Corporation fully owned by government under the MOE. Its overall objective is to provide the economy with the most efficient, reliable, safe and least cost means of transporting petroleum products from Mombasa to the hinterland. Specifically, it runs a 450kms 14 inch pipeline from Mombasa to Nairobi and manages open access Kipevu Oil Storages Facilities and other common storage depots in the inland. KRPL is limited company that runs a single skimming refinery in Mombasa.

Employee Involvement

Employee involvement and empowerment is a long – term commitment, a new way of doing business, a fundamental change in culture. Employees who have been trained, empowered, and recognized for their achievements see their jobs and their companies from a different perspective. They no longer punch a clock, do what they are told, and count the minutes until the weekend rolls around. They "own" the company, in the sense that they feel personally responsible for its performance. The best way to obtain a genuine commitment from people is to involve them in the project from the beginning (Ittner&Larcker, 2003).

Jones and George (2008) observe that even if the original ideas are not theirs, the process of designing, planning and assessing will automatically pull them into the stream of things. Managers who try to take back some of that power end up with bitter, frustrated, and disillusioned employees. Performance will suffer, and future attempts to involve employees will be met with cynicism. Organizations operating with the involvement of their employees, have evolved beyond merely telling people what is going on, to actively seeking their contribution to the decision making process. Only a minority of organizations in industry could be truly said to be operating with the involvement of their employees, but the trend over the last 10 years has certainly been to move towards this direction, often following the link of inward investors such as the Japanese, Germans and Americans, and the opportunities presented by reconstruction and Greenfield sites.

Workers' participation had been proven as a management solution to increasing workers satisfaction (Cotton, Vollrath et al., 2008). According to a classic definition, participation is described as involvement (Vroom, 2004). In some views of organizational researchers, there are several dimensions of participation in organization. It is: (1) an opportunity for employees to achieve their goals, (2) to seek ideas among the employees, and (3) to assign responsibilities to employees (Gibson, Ivanchevich et al., 2013). Employee participation is considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction (Harber, Mariott et al, 2001; Ardichvili, Page et al., 2003). This, in turn, increases the commitment of the employee as well as their motivation. Furthermore, Higgins (2002) argues that participation is a mental and emotional reflection that will lead to the fulfillment of individual and organizational goals, especially if supported by the organization's climate (Ardichvili, Page et al., 2003).

Statement of the problem

Kenya Institute for Public Policy Research and Analysis - KIPPRA (2011) indicated that the petroleum sector in Kenya has had a lot of challenges. The situation in Kenyan petroleum sector and its environment has been worsened by the introduction of stringent tax regimes by the KRA. The KRA requires upfront payment of 50% taxes on petroleum product imports. The government had also introduced the OTS, which means that all the crude oil imported is supplied by one OMC to minimize costs and level the retail prices. This meant that the OMCs must have good cash flow to enable them buy the petroleum products and pay the upfront taxes as per the Petroleum Amendment Act, 2006.

Companies in the petroleum industry are uniquely susceptible to commercial insolvency, restructuring, foreclosure or even bankruptcy. As an industry plagued by ever-present business cycle caused largely by volatile commodity prices and based upon depleting assets, these companies have unique problems (Campbell, 2001).

According to consumer insight (2009), Kenya Pipeline Company limited posted 20% unreliability rating on timely delivery of the oil products, thus impacting negatively on distribution to the final consumers. The Kenyan petroleum industry has been dodged with a lot employee involvement issues affecting their performance (PIEA, 2011). Lack of involvement has led to Inadequate storage facilities, poor risk management for instance volatility in transportation costs, capacity constraints leading to delays of clearing the products at the depots resulting too long lead times, supplier relationship issues, weak exchange rates, slump in the value of the shilling against the dollar, rise in prices of oil per barrel, and increased role of traders and speculators, all signs of an inefficient distribution (Economic Survey, 2011). Long lead times and other distribution inefficiencies continue to erode consumer satisfaction ultimately impacting negatively on Kenya's economic growth as stipulated in the vision 2030(PWC, 2011).

The problems of often oil shortages linked to employee involvement resulted to this study to disclose influence of employee involvement on organizational performance in the petroleum industries in Kenya. (Fugate et al, 2010 &Luthra et al, 2013) observed that the studies available have largely remained far below the expected standards which was intended to meet this expectation of the oil companies.

In recent times, a number of organizations both local and international have witnessed a number of industrial conflicts and worker agitations which has led to confrontations between management and staff with some very dire consequences. All these have arisen as a result of employees feeling dissatisfied about some decisions that have been taken by management and Board of the various organizations without any active involvement of the staff body and such decisions have been viewed by employees as detrimental to their welfare and the growth, sustainability and survival of the organizations (Brown, 2009). Non-involvement of employees in the decision-making process could lead job dissatisfaction which eventually would lead to lost man hours, low productivity among others that would adversely affect the fortunes of organizations and eventually the gross domestic product of the nation at large.

Research Objectives

The general objective of the study was to establish the influence of employee involvement on performance of the petroleum industry in Kenya. The specific objectives were:

- To determine how information sharing affects performance of the petroleum industry in Kenya.
- To establish how employee training affects performance of the petroleum industry in Kenya.

LITERATURE REVIEW

Theoretical Review

Instinctive Information sharing theory

Information sharing plays a critical role in our society today. It provides the basis for people to understand the world better. Without information sharing, an individual cannot gain more knowledge from others. This theory seeks to unravel factors affecting human information sharing behaviour. Three streams of literature were reviewed to identify important determinants of intention to share information namely; the social exchange perspective, the social capital perspective and the egoistic and altruistic motivation perspective. In addition to the above three perspectives, a new theoretical perspective was derived. This perspective examines the instinctive aspect of information sharing behaviour (Wu, 2006).

Recent psychology research suggests that people have an innate tendency to share information. This brings a new perspective to existing information sharing research. We elaborated a new theory with the central construct of need for information sharing.

This need for information sharing is a measure of an individual's innate need to share information with others. We also developed measurement items for this construct and empirically tested it in a survey on sharing of information in forums. The measurement items show good reliability and validity. The new construct can help to explain people's intention to share information. The results support our new theory for information sharing behaviours (Verboncu, 2009).

Mentorship Theory

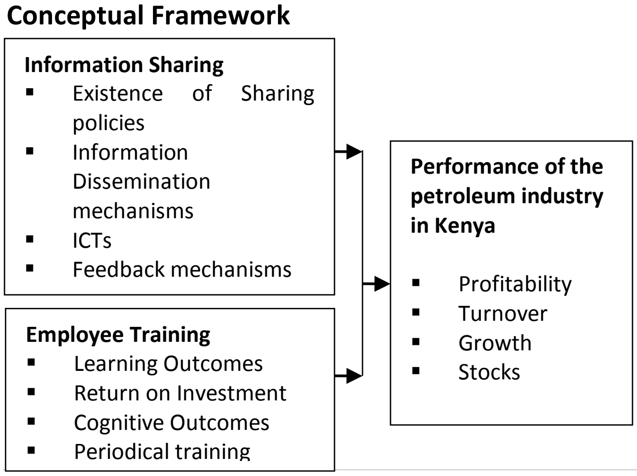
According to Kirkpatrick (2009), Training can be evaluated in four levels namely reaction, learning, behaviour and results. Level one solicits opinions of the learning experience following a training event or course. Typical questions concern the degree to which the experience was valuable (satisfaction), whether they felt engaged, and whether they felt the training was relevant. Training organizations use that feedback to evaluate the effectiveness of the training, students’ perceptions, potential future improvements, and justification for the training expense. A variety of sources estimate that approximately 80 percent of training events include Level 1 evaluation.

Level two measures the degree to which participants acquired the intended knowledge, skills and attitudes as a result of the training. This level is used by instructors and training executives to determine if training objectives are being met. Only by determining what trainees are learning, and what they are not, can organizations make necessary improvements. Level 2 can be completed as a pre- and post-event evaluation or only as a post-evaluation (Kirkpatrick, 2009).

Level three measures the degree to which participants' behaviors change as a result of the training – basically whether the knowledge and skills from the training are then applied on the job. This measurement can be, but is not necessarily, a reflection of whether participants actually learned the subject material. For example, the failure of behavioral change can be due to other circumstances such as individual's reluctance to change. Level 3 evaluation involves both pre- and post-event measurement of the learner's behavior (Kirkpatrick, 2009)..

Level four seeks to determine the tangible results of the training such as: reduced cost, improved quality and efficiency, increased productivity, employee retention, increased sales and higher morale. While such benchmarks are not always easy or inexpensive to quantify, doing so is the only way training organizations can determine the critical return on investment (ROI) of their training expenditures. One typical challenge is to identify whether specific outcomes are truly the result of the training. Level 4 requires both pre- and post-event measurement (Kirkpatrick, 2009).

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Information sharing

According to Burke and Litwin (2001) Information sharing is often thought of as being technology driven, and there is a wide variety of technology systems whose goal is to move data from one organization to another: computer networks, shared workspaces, list servers, data warehouses, federated datasets, and so on. However, social networks that exist among people are also effective—sometimes even more effective—conduits for sharing.

The value of direct human-to-human information sharing is a central rationale for entities such as joint task forces or fusion centers that put members of different organizations in the same place to interact and work together on a daily basis. Organizations also exchange staff to intentionally build such links. Linkages vary in the extent to which they automatically "push" information to other agencies or enable agencies to "pull" information from others. A central difference between information sharing efforts and systems is whether they automatically send data out to other organizations or share only by request. Systems that link the data of one agency to another may push essentially everything outward; broadcast-type intelligence sharing (e.g., an analytic organization publishing the results of its work) also falls into the push category. Other database systems are query-based(Fugate et. al, 2010).

According to Hosmer (2011) Linkages vary in whether they directly connect organizations or have other entity. Some information technology (IT) systems directly connect two organizations for information sharing purposes (e.g., shared dispatch systems among response organizations in adjacent jurisdictions), while other entities can serve as bridges between organizations. Multiagency entities like fusion centers or task forces can serve bridging roles, as can some nongovernmental organizations, common data warehouses, and federal organizations that link entities inside and outside government.

Employee training

Training and development are often used to close the gap between current performance and expected future performance. Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005).

Amongst the functions activities of this function is the Identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge 2003, 237. Guest (2011) argues that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. However, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs.

As one of the major functions within HRM, training has for long been recognized and thus attracted great research attention by academic writers (see e.g. Gordon 2013, Beardwell, Holden&Claydon 2004). This has yielded into a variety of definitions of training. For example, Gordon (2013, 235) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. It is worth nothing that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Beardwell et al. 2004).

Related to the above, Beardwell et al. (2004) add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

Performance of the petroleum industry

Fernandez (2002) stated that the financial performance of a firm can be examined through its annual account reports, where information about growth, investments, 17 earnings and costs, among others are listed. In order to link these data with financial performance, indexes-ratios based in balance sheets are used, considering that a company’s value resides in its balance sheet. The concept of profitability is based on the comparison of the cash outflows required for implementing a strategic alternative with the cash inflows that this alternative is expected to generate (Michael, 2013). Pandey (2006) included profitability in relation to sales and profitability in relation to investment. According to Athanasoglou et al (2008), PAT has been widely used as a measure of financial performance. Though different factors have been used by other researchers such as: shareholders’ equity; liquid assets to assets; fixed assets to total assets; total borrowed funds to total assets; per capita Gross Domestic Product (GDP), the cost to-income ratio and customer satisfaction.

High growth situations are desirable since growth is consistently related to profit under wide variety of circumstances (Capon, Farley, &Hoenig, 2012). Growth is a vital indicator of a flourishing firm. Firms grow in order to achieve their objectives, including increasing sales, maximizing profits or increasing market share. Gilbert et al. (2006) suggested how and where questions are important in the context of the growth of a firm. They suggest that there are many factors like characteristics of the managers, access to resources like finance and manpower which affect the growth of the firm and differentiate it from a non-growing firm.

Market share also, is often associated with profitability and thus many firms seek to increase their sales relative to their competitors. Zagare (2011) while coming up with the game theory, suggested that while there may be uncertainty regarding the expectations and actions of a firm's rivals, a rational firm is expected to overcome uncertainty by forming competitive conjectures, subjective probability estimates of rivals' expectations and behavior.

Empirical Review

Information Sharing

Moberg et al. (2002) observe that information sharing is a key ingredient for organizations seeking to remain competitive. The understanding and practice of information sharing is becoming increasingly essential for organizations to stay competitive and boost profitability. Research on supply chain management suggests that the key to the profitability of an organization lies in the seamless supply chain. This is possible by making available undistorted and up-to-date marketing information to every node within the organization (Childhouse&Towill, 2003; Li & Lin, 2006; Rahman, 2004; Tan et al., 2002). Further research demonstrates that restricted information flow through application of stringent rules not only renders organizations unable to prepare for sudden changes in the environment but also impedes their adaptation to environmental changes (Barua, Ravindran, &Whinston, 2007; Johanson, 2000; Wagner, 2006).

The free flow of information relates to the movement of information or data between members of an organization. Most discussions of information sharing and knowledge management distinguish data, information, and knowledge. Miller and Morris (2009), for instance, define knowledge as the intersection of information, experience, and theory. This can be extended to include wisdom, which might be defined as successfully applied knowledge. This kind of knowledge is often tacit in nature (Small & Sage, 2006). Cook and Brown (2009) distinguish organizational knowledge from organization knowing.

They hold that knowledge is something that an individual possesses as the epistemology of possession. Knowing is characterized as epistemology of practice. The information sharing needs and behaviors in organizations have been found to be driven by the characteristics of the organizational culture and its subcultures (Drake, Steckler, & Koch, 2004). The significance of information sharing among organizational members can be viewed from the perspective of disaster emergency situations.

Dantas and Seville (2006), in their study of New Zealand road construction organizations, examined how information is shared both within and between organizations to support crisis decision making, weigh the potential benefits of better sharing, and visualize implications of better data and information sharing frameworks. They report considerable performance gains in response activities by organizational members during disasters. They note that in disasters, multiple organizations are collecting, collating, and communicating data and information to help determine how to allocate resources aimed at minimizing social and economic impacts.

For a coordinated and effective action, organizations and individuals require accessing information about the disaster's intensity, location, related damages, and availability of human and physical resources to respond to the crisis. To facilitate timely response activities, information sharing between and among organization members needs to be encouraged and supported by the culture itself (Britton & Clark, 2000; Dantas& Seville, 2006; Haythornthwaite, 2006;Marincioni, 2001; National Research Council, 2005; Oliva, 2005). For increased performance to occur, new information needs to be disseminated continually to key individuals within organizations and as a result is treated as an economic resource (Berry, Towill, &Wadsley, 2004; Fairchild, 2006; Phan, 2002; Wagner, 2006). If information is an economic resource (Fairchild, 2006), it has a number of characteristics that make it unique.

Li and Lin (2006), in an empirical study of the impact of environmental uncertainty, intraorganizational facilitators, and interorganizational relationships on information sharing and information quality in supply chain management, conclude that information sharing is a key ingredient for any supply chain management system. They further observe that information sharing is fostered by top management support, trust among work groups or individuals, and shared vision among supply chain partners. Therefore, organizations must encourage and enable information sharing within and between work groups not only for their success but also for their very existence (Chauvel&Despres, 2002; Drake et al., 2004; Li & Lin, 2006).

Employee Training

Reviewed studies indicate that training and Development basically deals with the acquisition of understanding, knowhow, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels.

As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the "efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature.

According to Easterby-Smith (2009), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes. Strategically, organizational learning, which makes use of training and development as one of the several responses, deals with the acquisition of understanding, know-how, techniques and practices. These intellectual intangibles can be translated into an organizational resource through the people that acquire, infer and utilize such towards the achievement of the organization-wide training and development (Armstrong, 2006).

Training and development are planned learning experiences which teach employees how to perform current and future jobs more effectively. Sims (2002) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of training and development is to contribute to the organization's overall goal. Closing the skills gap is now a critical area of human resource development for organizations to continuously penetrate the market. Skills gap basically threatens the productivity and competitiveness both in organizational and operational levels. This requires that human resource management professionals should start the cultivation of the workforce from the recruitment period.

However, this is not easy considering that there are specific works which require customization of skills and that not all newly hired employees acquire social skills aside from the basic skills. In responding to the challenges of the skills gap and skills deficiency, HR professionals have to develop programs that will address the problem (Sims, 2006). Building the organization hence is an imperative for the existence and survival of modern organizations. Consistently, companies are investing on their internal customers or employees thus taking advantage of the human capital management.

Sense of ownership is also important, requiring HR professionals to develop strategies that will ensure superior knowledge, skills and experience to settle within the workforce. Learning activities shall put skills enhancement and development assignments at its core as well as empowerment and career development. This is lifelong learning which guide the organizations particularly human resource department to make an ongoing investment with organizational members and help them build their competencies (Sims, 2006). The purposes of learning from the employee perspective are basically to acquire skills and knowledge to do the job and to gain promotion and advance career. In facilitating career changes, training and development also caters for the personal and professional developments

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 71 registered petroleum companies licensed for Import, export and wholesale of petroleum Products. However, the target population was all the General Managers and the Operations directors (total=142). A questionnaire was designed to collect information will contain open ended and closed ended questions. The study used self-structured questionnaires to collect primary data from respondents. Open and closed ended questions were included in the questionnaires so that each respondent was capable of receiving the same set of questions in exactly the same way. Pilot study was conducted on fourteen respondents from the target population that was reported but not included in the final sample; this represents 10% of the total population. To test for reliability, from the target population the questionnaires were administered to them, after which, the study used the Cronbach alpha score which measures internal consistency.

Data was analysed using both descriptive and inferential statistics. This is because descriptive statistics helps to describe the data collected and aims 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.

FINDINGS

The response rate was 71% of the total sample size and the non-response was 29%. To establish the validity of the data collection instruments, the research instruments were given to 15 respondents. The respondents were expected to tick if the item in the questionnaires addressed the influence Employee involvement on Performance of the petroleum industry in Kenya. The content of the responses given was checked against the study objectives and rated using a scale of 5(very relevant) to 1 (not very relevant).

Demographically by age, The study sought to establish the age of the respondents in order to determine if the age corresponded with performance of the petroleum industry. Majority (58%) of the respondents who were students were in the age category of 25-35 years, 20% were in the age category of 35-45 years, 18% were in the age category of 45- 55 years and 4% were in the age category of above 55 years.

On highest education level, The study sought to establish the education level held by the respondents in order to ascertain if they were equipped with relevant knowledge and skills to understand the influence of Employee involvement on Performance of the petroleum industry in Kenya. From the study findings majority(49%) of the respondents were university graduates followed by 25% who had post graduate education level and 15% who had college education level. On working experience, the study findings revealed that majority of the respondents, 70% had less than five years of experience and 20% had worked for more than 10 year. These findings were in tandem with findings by Braxton (2008) who found out that respondent with a high working experience assist in providing reliable data on the problem in hand since they have technical experience on the study problem.

Information sharing

The study sought to identify the influence of Access to computers on Performance of the petroleum industry in Kenya. According to Blair (2001) Information sharing relates to processes and decisions that seek to define actions, grant power and verify performance.

On extent to which Information sharing Influenced performance of the petroleum industry in Kenya, majority (43%) indicated that Information sharing influenced Performance of the petroleum industry in kenya 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 Information sharing in many petroleum organizations have led to increase in Performance of the petroleum industry in Kenya (Rosi, 2010). The study therefore infers that Information sharing helps improve Performance of the petroleum industry in Kenya.

Employee training

The study sought to find out the influence of Employee training on Performance of the petroleum industry in kenya. Employee training is providing one-to-one support to employees in a particular field of study (De Fabrizio, 2001). In this study, it means support offered to employees by experts boost their knowledge.

On extent to Which Employee training influenced the Performance of the petroleum industry in Kenya, majority (41%) indicated that Employee training influenced Performance of the petroleum industry 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 Employee training plays a key role in improving performance of the petroleum industry in kenya.

Performance of the petroleum industry in Kenya

From the findings in table 1, Funds availability had a mean score of 4.311, technical Skills had a mean score of 3.909 and Bureaucracy had a mean score of 3.942. These findings were in line with those of

Braxton (2008) who found out that performance of the petroleum industry in Kenya is determined by Funds availability, technical Skills and Bureaucracy. Inferences reveal that Funds availability, technical Skills and Bureaucracy to a large extent determines performance of the petroleum industry in Kenya.

Table 1: Performance of the petroleum industry in Kenya Factors Mean, Std. Deviation and Variance Results

Performance of the petroleum industry in Kenya	N	Mean	Std. Deviation	Variance
Funds availability	107	4.311	.8404	.648
Technical Skills	107	3.909	.7152	.612
Bureaucracy	107	3.942	.7176	.582
Average	**107**	**4.054**	**0.7577**	**0.614**

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of Findings:

Empirical literature showed that influence of Employee involvement on Performance of the petroleum industry in Kenya is a multifaceted area influenced by various factors. In most organs within the region and beyond, performance has been found to be less than expected by stakeholders. The study examined a total population of 142 respondents. A census sampling approach was used to select all respondents. The study was conducted by use of administered questionnaires in parallel to qualitative data collected. Out of the 142 respondents 107 responded giving a response rate of over 71%.

The findings of this study suggested that clear Information sharing positively influences the performance of the petroleum industry in kenya. The corresponding change in performance can be explained by a unit change in Information sharing clarity with the constant.

The research also found out that Employee training had a positive influence on performance of the petroleum industry in kenya. The corresponding change in the performance of the petroleum industry in kenya could be explained by a unit change in Employee training. Employee training determine the organizational strategy .

Conclusion

The findings indicated that currently Information sharing clarity was low. With regard to the integration of ICT, the respondents expressed overwhelming excitement and eagerness to implement ICTs; however, these attitudes were dampened by various challenges that they faced.

Employee training had the potential to provide a framework for professional development; one consistent with experiential learning and the development of a learning organization‟; "Prior research had 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"

Based on the research findings it is logical to conclude that given the backdrop that the performance of the petroleum industry in Kenya is below par.

Recommendations

The `study justifies that with proper strategies, these can help eliminate assumptions ,misconceptions ,misjudgments and the gross negative perception about performance of the petroleum industry in Kenya. The government of Kenya, policy makers, the International community and other stakeholders with interest in performance of the petroleum industry in Kenya matters should pay attention on measures that ensure proper performance within the organ in Kenya. Specifically, the study recommends:

Expansion of ICT and e-learning infrastructure to facilitate access to e-learning by staff and other stakeholders through allocation of more resources towards ICT and e-learning infrastructure development. Availability of computers, laptops, networks and other relevant infrastructure will improve accessibility to e-learning.

Identifying a way of employee training use e-learning and convert their course materials to e-content either through being given extra credit points during promotions, monetary incentives etc. Relevant and high quality e-content is vital to success of e-learning.

Recommended Areas for Further Research

Due to constraints highlighted in the first chapter, this study could not exhaust all the challenges. Research should be conducted to establish other factors that influence performance of the petroleum industry in Kenya since those covered in this study account for 58.9% only. Such a research should be conducted in other regions to establish their unique challenges so that some harmonization can be realized.

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