

**THE PERCEIVED FACTORS AFFECTING EMPLOYEE  
PRODUCTIVITY AT THE WORLD VISION ORGANIZATION IN  
KENYA**

**RUTH CHEBICHII BETT**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE  
OF MASTER IN BUSINESS ADMINISTRATION, SCHOOL OF  
BUSINESS, UNIVERSITY OF NAIROBI**

**2017**

## DECLARATION

This is to declare that this project research is my original work and has not been presented to any other university for the award of any degree or for any other purpose.

Signed .....

Date .....

**D61/81977/2015**

## APPROVAL

This is to confirm that this research project has been submitted to the defense panel with my approval as the official university supervisor.

Signed .....

Date .....

**Dr Mercy Gacheri Munjuri**

**School of Business,**

**University of Nairobi**

## **ACKNOWLEDGEMENT**

I wish to appreciate the following persons for their contributions for this project:

First of all I thank the Lord Jesus Christ, without whom I could do nothing.

Second, I thank my great lecturers who took me through the course work in a manner that only they could. I particularly wish to acknowledge the priceless professional input and guidance of my supervisor Dr. Mercy Gacheri Munjuri. Her support has made completion of this course a reality to me.

I am deeply indebted to the World Vision Organization Kenya office for their support during the data collection exercise.

Finally, I thank my family, friends and colleagues at Diamond Trust Bank Limited for the support and understanding as I undertook my course. May that spirit remain.

## **DEDICATION**

I wish to dedicate this work to my Dad Cllr. Thomas Kiplagat Bett who gave his best to show me the value of education; my loving husband Mr. Graham John Kirwa for his unwavering support and my great son Rodney Kigen Graham, who is yet to begin the academic journey.

## **LIST OF ACRONYMS**

<b>GOK</b>	Government of Kenya
<b>HR</b>	Human Resource
<b>HRM</b>	Human resource Management
<b>MBA</b>	Master of Business Administration
<b>NGO</b>	Non-Governmental organization

# TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iii</b>
<b>DEDICATION.....</b>	<b>iv</b>
<b>LIST OF ACRONYMS .....</b>	<b>v</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>ABSTRACT.....</b>	<b>x</b>
<b>CHAPTER ONE:INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 Employee Productivity .....	3
1.1.2 Factors Affecting Employee Productivity .....	5
1.1.3 Non-governmental Organizations in Kenya (NGOs) .....	6
1.1.4 The World Vision of Kenya .....	8
1.2 Research Problem.....	9
1.3 Research Objective.....	12
1.4 Value of the Study.....	12
<b>CHAPTER TWO:LITERATURE REVIEW.....</b>	<b>15</b>
2.1 Introduction .....	15
2.2 Theoretical Underpinnings of the Study .....	15
2.2.1 Goal Setting Theory.....	15
2.2.2 Systems Theory .....	17
2.2.3 Organizations Theory .....	18
2.3 Factors Affecting Employee Productivity.....	19

2.3.1 Style of leadership .....	20
2.3.2 Communication System.....	20
2.3.3 Proper training .....	21
2.3.4 Performance appraisal .....	22
2.3.5 Motivation .....	22
2.3.6 Employee’s knowledge, skills & attitudes .....	23
2.4 Perceptions of Employee Productivity .....	24
2.5 Empirical Review .....	25
<b>CHAPTER THREE:RESEARCH METHODOLOGY .....</b>	<b>28</b>
3.1Introductions.....	28
3.2 Research Design .....	28
3.3 Target Population .....	28
3.4 Sampling Technique.....	29
3.5 Data Collection.....	30
3.6 Data Analysis .....	30
<b>CHAPTER FOUR:DATA ANALYSIS, RESULTS AND DISCUSSION .....</b>	<b>31</b>
4.1 Introduction .....	31
4.2 The Response Rate .....	31
4.3 Demographic Information of the Respondents .....	31
4.3.1 Sex of the Participants .....	32
4.3.2 Age Distribution of the Respondents.....	32
4.3.3 Educational Level of the Respondents .....	33
4.3.4 Distribution of the Respondents Departments.....	34

4.3.5 Length of Service.....	35
4.4 Factors Affecting Employee Productivity.....	36
4.5 Discussion of the Findings of the Study .....	46
<b>CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATION .....</b>	<b>49</b>
5.1Introduction .....	49
5.2 Summary of the Findings .....	49
5.3 Conclusions .....	51
5.4 Recommendations of the Study .....	54
5.5 Limitations of the Study .....	56
5.6 Areas of Further Research.....	56
<b>REFERENCES .....</b>	<b>58</b>
<b>APPENDICES .....</b>	<b>61</b>
APPENDIX i: QUESTIONNAIRE.....	61



## LIST OF TABLES

Table 3.1: Sample Size Distribution .....	29
Table 4.3.1 Sex of the Respondents.....	32
Table 4.3.2 Age of the Respondents .....	32
Table 4.3.3 Academic Credentials Table .....	33
Table 4.3.4 Respondents Department .....	34
Table 4.3.5 Length of Service.....	35
Table 4.4.1 Style of Leadership .....	36
Table 4.4.2: Communication System.....	37
Table 4.4.3: Proper Training.....	39
Table 4.4.4: Performance Appraisal .....	40
Table 4.4.5: Motivation.....	41
Table 4.4.6: Knowledge, Skills and Employees Capabilities .....	42
Table: 4.4.7 Factor Analysis .....	43

## ABSTRACT

This study entitled “The perceived factors affecting Employee productivity at the World Vision Organization in Kenya” focused on looking at the real issues that either increase or reduce the levels of employee productivity and the World Vision Organization in Kenya was taken as the case study. The study was guided by the main objective which was to determine the perceived factors that affect employee productivity at the World Vision Organization in Kenya. This study is anchored on three theories, namely; the goal settings theory, the systems theory and the organizations theory. The goal settings theory argued that when specific goals that are difficult to achieve are set up by the organization, it will automatically lead to high levels of employee productivity because the employees will be working hard to meet the set goals or the target. The second theory was the systems theory which argued that an organization comprised of different segment within its structures and if the organizations has to increase on its levels of production, then the various systems within the organization must have a shared vision, support each other. This will help to raise the levels of employee productivity. Finally the organizations theory argued that it’s the organization which is responsible for shaping the attitudes and behaviors of its employees, the organization has to realign all its structures in the right manner and put in place an organizational culture that will make the employees to raise their levels of productivity. The study had a target population of 300 employees and a sample size of 150 respondent’s .The study adopted a stratified sampling technique whereby all the employees were categorized into the existing departments at the World Vision Organization headquarters in Karen area of Nairobi city. Primary data was collected using the self-administered questionnaires. The questionnaire was divided into two major parts A & B where section A contained the bio data of the respondents while section B covered the statements on the perceived factors affecting employee productivity. Data was collected using the process of a drop and pick up later method. The study found out that a number of factors that affected employee productivity included the following; the style of leadership in the organization. If the leadership was progressive and acted as an inspiration to the employees, the levels of employee productivity are likely to go high. The communication systems in the organization; if the organization has got proper mechanisms that promote good communication, productivity will be high and the reverse is also true. Thirdly the proper training that the employees are taken through, performance appraisals, motivational levels of the employees, knowledge, skills and attitudes that employees have. In view of these the study recommends that the leadership of the World Vision Organization needs to change on its style of leadership so that it becomes responsive to the needs of the employees and inspire confidence in the employees. Secondly the study recommends that proper communication systems needs to be reorganized and strengthened so that it fosters communications in the organization both vertically and horizontally. Thirdly the study recommends that the existing policies on employee promotions at the World Vision Organization should be sponsored for further training either internally or in workshops, seminars and conferences so as to sharpen on their knowledge and skills and finally the study recommends a further research on the area of government employment policy in relation to the employee productivity and a similar study to be carried out on other non-governmental organizations and public organizations.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Stringer (2007) noted that globally organizations both public and private usually rate the levels of productivity and perceptions of their employees as a yard stick of the overall performance and progress of their institutions. This is the most reliable parameter of assessing the general performance of the organization. This parameter has been tried, tested and proven right, in that if the employees are better trained, better paid and remunerated, and constantly motivated, their perceptions would be positive and their levels of productivity will be high and the employees who are unhappy, poorly paid, poorly trained and possess negative attitude towards the organization that they work for will have negative perceptions and will do nothing other than registering a low level of productivity. This parameter has been trusted by most employers and the employees themselves. Stringer further observes that employees who are well taken care of by the organization will develop a positive attitude towards the company and they will feel empowered, recognized and encouraged. This means that they will enjoy their work unlike complacent employees who will be working because of a pay check. The levels of productivity of the former are likely to be higher than those of the latter.

This study was anchored on three theories, namely the goal setting theory, the systems theory and the organizations theory. Goal setting theory argues that when specific goals that are difficult to achieve are set up by an organization, it will automatically lead to high levels of performance because employees will be working hard to meet the set goals

or the target, however the study has noted that by the fact that an organization has set goals that are challenging. It does not automatically lead to increased productivity when it is left on its own; instead it requires the support of the levels of commitment, team work, and good working relations of employees and the employer to increase the levels of productivity. The second theory is the systems theory which advances the argument that organizations comprises of different segments within its structures, and if the organization has to increase its levels of production, then the various systems within the organization must have a shared vision, support each other, properly identifies the capability of its employees as well as working in support of each other. This therefore means that each sub-system must work hard to improve productivity, if an employee performs poorly, he will affect the entire sub-system, and finally the organizations theory argues that it's the organization which is responsible for shaping the attitudes and behaviors of its employees. Therefore the organization must realign all its structures in the right manner and put in place a viable organizational culture that will enable it to realize its primary goal which is to increase on its levels of productivity.

The World Vision is one of the leading non-governmental organizations in Kenya. This is a religious organization that deals with the supply of relief food, medicine, development as well as advocating for the rights of a child. Their main focus is to help Kenyans from poor background to overcome poverty and promote human welfare. The organization further runs a number of programs in the education, health sector, social sector as well as the economic sector. The organization has been acknowledged by the government of Kenya to be playing an important role in uplifting the standards of living among Kenyans

from the poor background. In order to achieve its larger vision of delivering basic services to Kenyans from poor background, the organization has got a huge number of its labor force. It is this labor force that acts as an engine to make the organization to improve on its performance. This means that the employees must strive to increase on their levels of productivity in order for the organization to increase on its overall performance.

### **1.1.1 Employee Productivity**

Samantha (1994) defines Employee productivity as the relationship between the output (goods and services produced) to input (consumed resources in the manufacturing, as well as the transformation process). Banolack (1997) on the other hand defines Employee productivity as how much and how well employees produce more with fewer resources. This means that if employees produce more with less resource, productivity is high or if the same products are produced with less resources productivity is also high. Weinrich & Koontz (1994) defined the term productivity to be that term that acts as a ratio between the inputs and the out puts in a specified time frame. This is done in comparison to the quality of the product. This means that in order to measure the levels of productivity, one will have to look at the extent to which the intended goals of the organization have been met and how quality standards of the expected output has been adhered to. The authors observe that the employers expect the employees to produce more output with little resources even as they maintain the levels of efficiency in production process. This author concurs with the views of Drucker (1990) who argued that the levels of employee productivity have a direct impact on the organizations overall performance. This means

that employees who are more productive will produce large quantities of output in a short period of time thereby helping the organization to save money, time and labor in the production process, unproductive employees on the other hand will take long periods of time to finish small projects. In this way costing the company more time, money, labor as well as power.

Ron and Ronald (2002) noted that the levels of employee productivity can be measured using the period of time than an employee spends at the work place. This means both physical and mental preserve. In order to ensure this, the organization must take a keen interest in an employee's levels of satisfaction, health status as well as levels of morale. The organization through its managers as well as the supervisors must ensure that their employees re in good status of wellbeing in order to increase on their productivity levels. Saksena (1988) observed that although it's difficult to measure an employee's levels of productivity, but its efforts will be directly felt in the overalls organizations performance. For instance, it can be easier to measure the production levels of a skilled worker than a knowledgeable worker. Ochieng (2005) suggested that productivity of the employees could be measured using variables such as cost reduction, inventory reduction, increased flexibility in operations and reduction in delivery time of goods and services, improved quality of products, services as well as increased efficiency. However the author suggests that the standardized way of measuring the output levels of both workers is to use the levels of efficiency, speed as well as occurrence of the employee in relation to his role, job and duties.

### **1.1.2 Factors Affecting Employee Productivity**

Nzuve (1992) observed that contrary to what many scholars have argued before, it is not only the salary increments, better pay or constant promotions at work that leads to the increase of employee productivity. Liberda (2003) pointed out that the style of labor management in an organization, such as poor planning; poor levels of supervision, as well as inadequate provision of relevant information to the employees will automatically lead to lower levels of employee productivity. Rojas & Aramvareekel (2003) identified four major category of factors that affects the levels of employees productivity, they include management systems and plans such as scheduling, manpower capacities, such as how experienced and motivated is the manpower, what are the working conditions that employees are subjected to, as well as the external environment that the organization operates in the authors argued that management of systems and plans is the greatest factor that affects the levels of employee productivity, they include management systems and plans such as scheduling, manpower capacities, such as how experienced and motivated is the manpower, what are the working conditions that employees are subjected to, as well as the external environment that affects the levels of employee productivity, then closely followed by manpower, working conditions as well as the external environment that a company operates in.

Other scholars such as Wanyama & Mutsotso (2010) carried out a study on the effects of capacity building on employee productivity in the Kenyan commercial banks, they discovered that there was a total clash between the employers and the employees, employees demand higher salaries and working less, while the employers are demanding

for more work and offering little salaries, besides these the scholars observed that there was poor levels of supervision, poor employee equipment was offered, lack of necessary skills and knowledge management practices, all these contributed to the low levels of productivity among the Kenyan banks, this lower productivity levels were explained through issues such as poor service delivery in the banking sector, the inefficiencies of various structures of bank, poor levels of customer relations, customer dissatisfaction as well as low levels of profits. Stevenson (2009) noted that among the factors that influence productivity levels include the amount of capital, type of technology used, management style, differences of quality of services offered, internet use, viruses affecting the computer, new workers, shortage of ICT workers and layoffs, levels of incentives and breakdown of the machines.

### **1.1.3 Non-governmental Organizations in Kenya (NGOs)**

NGOs in Kenya are both voluntary as well as independent organizations that stand in between the ordinary Kenyans, the state as well as the markets. NGOs receive their funding from donations of well-wishers both locally and internationally. These organizations are privately owned and they intend to focus on those activities that aim at uplifting the standards of living of the ordinary citizens in the grassroots (Amutabi 2006). The organizations in most cases are not driven by profit motif but to supplement the efforts of the government to uplift the standards of living of the ordinary citizens thereby participating in economic development. In Kenya NGO's are popular in addressing problems that arise from the sectors of health, proper sanitation, drought, natural calamities such as floods, landslides among others, they are also popular in the



prevention of the spread of the HIV/AIDs, assisting the aged people in society, fighting for the rights of the girl child, the disabled as well as the widows and orphans in the villages besides these, NGOs in Kenya are also credited for devising new policies, that aims at offering solutions to the existing societal challenges. They have also played a key role in the promotion of good governance, enhancement of the democratic space in Kenya, promotion and protection of human rights, poverty eradication, as well as promoting gender equality (Amutabi 2006). All these activities of the NGO's are meant to ensure sustainable development for NGOs to realize their ultimate goals; they must have productive labor force.

The NGOs in Kenya are regulated by the government of Kenya through the National NGOs board ACT and the Council for the NGOs. A number of NGOs have faced a number of challenges that are administrative, financial as well as political in nature. However the most common challenge to most of the NGOs in Kenya is the administrative challenges and particularly the human resource challenges, for instance most of the employees are either not fully qualified for the jobs that the organizations offer, or the best employees do not want to travel, leave and work in remote areas of the country. Other employee's leave their jobs at the organization at the middle of their contracts to look for the greener pastures abroad. All these labor related challenges have negatively affected the levels of employee productivity

#### **1.1.4 The World Vision of Kenya**

This is a Christian relief, development as well as an advocacy organization which focuses on working with the children, families as well as local communities at the grassroots to eradicate poverty, and fight against political, social as well as economic injustices that may be committed against them. The NGOs began its activities in Kenya in 1974 and today they have set up their bases in 40 counties out of the total 47 counties in Kenya. Although World Vision is a Christian based organization, it serves all Kenyans equally irrespective of their religion, age, color, race or creed, or ethnic background. They have diversified their programs to deal with health matters, education issues, social welfare matters as well as economic issues to all the marginalized groups, communities and individuals in all the parts of Kenya. The world vision has got slightly over 1,000 employees who have been distributed to over 35 counties in Kenya (World vision website)

In 2015, the World Vision registered an incredible performance by announcing that it had improved the standards of living of at least 2 million children from poor background all over the Republic. This according to their report was done through health matters like immunization, provision of mosquito nets, provision of sanitation, vaccination, in the education sector, children were taken to school, provision of adequate reading and writing materials, setting up of new ECDE and primary schools, school feeding programs just to mention but a few, the report also added that provision of adequate clean and affordable water, provision of sanitation towels were all meant to improve on the welfare of children (World Vision Annual Report, 2016). However the organization has been

faced with a number of challenges both social and economic. For instance one of the challenges that the organization constantly experiences is that of ensuring that their employees are productive enough so as to convince the donors to increase o their funding levels, not only have the employees been involved in labor malpractices such as irregular hiring of new staff, absenteeism from work, diversion of the organizations fund, misappropriation as well as outright refusal to work in remote areas which is the primary area of focus for the organization. All these in one way or another negatively affect the employee productivity.

## **1.2 Research Problem**

In the modern world, matters dealing with the human resource in relations to their productivity levels have continued to be a major concern of every employer, organizations as well as the governments all over the world. This is because there is the emergence of new challenges that affect the quality of the human resource and its output; therefore it's important for the subject employee productivity levels to be looked into with a lot of keen interest. For instance issues such as employee motivation levels, the levels of performance appraisals, management of human resource, communication systems to the human resource as well as quality of training are the leading issues as far as measurement of employee productivity is concerned. This is because depending on how an organization manages its workers concerns, its levels of productivity and overall performance will be affected in one way or the other (Delancy 1996). This view is supported by that of Knootz and Weihrich, (2004) who argued that top managers do not share all the information because they fear challenging their bases, while middle level

managers feel that they are not provided with sufficient information from top managers. In most cases they see the top managers are uninspiring, offer poor leadership and vision for the progress of the organization, the lower level managers on the other hand are either alienated or sidelined. All the above scenario leads to one major effect to the organization, that is lowering the organizations overall performance. This is because the employees are having low morale levels, uninspired hence the productivity will be very low.

The World Vision Organization has got slightly over 1000 workers who are spread across the country in 35 counties. The organization has got 300 of its employees who are based at the headquarters in Karen Nairobi Area(World vision website).The organization is divided into five major departments namely; Sponsorship department, Operations department, People& Culture, Administration and Security department, Finance and Support department, and Program development and Grants Acquisition department. Each department is headed by a director. The current status of the employee productivity at the World Vision is that the organization is not satisfied with the levels of productivity of its employees (World Vision Annual Report 2016).This according to the report is among other things due to lack of proper training among the employees, refusal of some employees to work in certain areas of the country, political atmosphere in the country, lack of support from the communities in the remote areas as well as poor financial challenges which makes the organization not to be able to carry out on its daily operations. All these in one way or the other affect employee productivity

A number of studies have been carried out in the area of employee productivity. For instance Tongo (2008) did a study on causes of low productivity of workers in the Kenyan industries, the author found out that, most regular employees in the Kenyan industries felt that they are giving more to the industries than what they are getting from the industries, he found out that if the employees could be given financial incentives, such as overtime payments, salary increments as well as retirement benefits, this will go a long way in increasing their levels of productivity hence improving the overall performance of the industry. Munyao (2002) carried out a study on what needs to be done in order to increase the productivity levels of teachers in the public primary schools in Kenya, he found out that all employees love it when they work in well performing institutions, proper HR practices such as employee satisfaction, motivation as well as constant reward will boost the levels of employee productivity.

Wanjiru (2009) carried out a study on the factors that influence productivity of credit officers in micro finance institutions. Among the findings of the study were that both the experience as well as the training was the key issues that influences the levels Of productivity of the officers working for the institutions of micro finance. Ochieng (2009) did a study on the relationship between IT and productivity a case study of the national oil corporation of Kenya. The author found out that the use of the IT facilities by the institutions or the organization increases the levels of accuracy, speeds up the production process at the timelines lessening the work of the management. in the long run the use of ICT facilities will grant the organization a competitive advantage over the rival organizations hence boosting the levels of productivity. Although the above studies are

relevant in painting a picture of the perceived factors that affect employee productivity, there is very little research that has been done on what needs to be done in order to address those perceived factors, secondly most of the above studies have focused on public institutions such as the primary schools, Kenyan Industries, Kenya Power and Lighting, Aga Khan University Hospital among others, however little research has been done on factors affecting employee productivity in Non-Governmental Organizations of big standing such as the World Vision Kenya. It is therefore upon this background that this study will seek to answer the research question, what are the perceived factors that affect employee productivity in the World Vision Organization in Kenya.

### **1.3 Research Objective**

The main objective of this study was to determine the perceived factors that affect employee productivity in the World Vision Organization in Kenya.

### **1.4 Value of the Study**

The study will be useful to policy makers as it will greatly inform the policy making process both the findings as well as the recommendations made by this study will be useful to the management of the World Vision from the headquarters, the government of Kenya through NGO board, the Ministry of devolution and Planning, the Ministry of Labor and human resource as well as the ministry of Interior and Co-ordination of government. These institutions will be informed of the existing challenges that NGOs are experiencing in as far as human resource is concerned. The suggestions made by this study on how to improve on the levels of employee productivity will be useful for them

as they design new policies. The findings of the study will also be useful to other NGOs in the private sector, this is because, not only will it give them insights on how to prepare, review and improve on the working conditions of their employees, but will seek to devise new ways of how to ensure an increment in employee productivity.

Secondly, the study will serve to identify the weaknesses of the three theories that have been used to anchor the study on; these theories include the goal setting theory, the systems theory as the organizations theory. Not only will the study put the relevance of the three theories into a practical test, but will also serve to strengthen them in that the weaknesses of the goal setting theory such as an organization setting difficult goals for its employees to achieve, but at the same time failing to ensure that the employees remain committed to the goal, and stay motivated even as they strive to meet the set targets, among other weaknesses are addressed. The improved theories will be in a better capacity to fulfill its core functions of describing a phenomenon, explaining a phenomenon, predicting a phenomenon as well as prescribing a phenomenon. This will be useful to the academicians in future and form a basis for further research and a platform of Academic debates.

Finally, the study will also be useful in the field of Human Resource Management and HR practice. This is so because all the Human Resource Managers will be greatly informed of the modern challenges that affect the levels of employee productivity in all the organizations globally. The HR managers and practitioners will be very keen when designing of job advertisements, preparing of job descriptions, and the recruitment of

new staff. They will be keen in going for those personal attributes that will enable the employee have high levels of productivity. Besides these the findings of the study as well as the conclusion and recommendations made will be useful in expanding the existing knowledge of HR practice, not only will it offer constructive criticism to the existing theories of employee productivity but it will offer suggestions on how the theories can be improved in order to ensure that they adequately describe, explain, predict and prescribe all the matters dealing with employee productivity.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter included a discussion of the three theories such as the goal setting theory, the systems theory and the organizations theory. Besides this, the chapter also looked at the factors affecting employee productivity as well as the measurements of employee productivity. The chapter concluded by making a review of the empirical studies that has been done in the past.

#### **2.2 Theoretical Underpinnings of the Study**

This section focused mainly on the three theories of employee productivity, namely the goal setting theory, the systems theory and the organizations theory. These theories have been advanced by the various scholars.

##### **2.2.1 Goal Setting Theory**

This theory was advanced by Ryan's (1970) who conducted an extensive research on conscious goals and the actions taken by a company's management. This theory argues that specific goals that are difficult to be achieved motivate the employees to work hard hence increasing on their levels of productivity. This theory was supported by scholars such as Locke & Latham (1990) who observed that high target makes employees to strive and work hard thereby increasing the quality of output. However wood & Locke (1990) noted that setting up of difficult goals and high targets does not automatically lead to high levels of productivity and the overall performance of the company when left to operate on

its own. However when the difficult goals and the high targets are accompanied by issues such as commitment to the goals by the management and the employees, teamwork, constant communication of the feedback to the employees and the division and the distribution of tasks to various employees depending on the complexities of the set goals. The authors pointed out setting up of goals have a direct impact if productivity in four different ways namely, they give direction to the workers on where the organization is going. All the efforts and attention is geared towards the same direction. Secondly goals energize the employees, thirdly the goals affect the persistence levels in productivity, finally setting up of goals enables the employees to act differently in that they are aroused to think critically and devise, invent, and innovate new knowledge as well as plans on how to achieve the difficult goals and the high targets (Banjoko 2006). This theory will be relevant to this study in the sense that once the world vision has set up ambitious goals, the employees will have no choice but to work hard so that they attain the organizations goals.

Among the weaknesses of this theory is that in order for the goals to increase on the levels of productivity. The employees must be committed to their work and specifically to the set goals. This can be difficult for an organization to force or make all its employees to commit to the goals. This is hard especially in circumstances where employees feel that they cannot achieve the goal or the goal is not important to them. The second challenge of the theory is that it does not guarantee that all the employees both at the top level management, middle level management and the lower ranks will work as a team, therefore unless the theory offers a mechanism on how these employees can work

as a team. It remains a pipe dream. Finally the theory does not address other challenges such as employee satisfaction in relation to the set goals, once the employees are dissatisfied; chances of them performing poorly are very high.

### **2.2.2 Systems Theory**

This theory was advanced by scholars such as David Easton(1950), Peter Senge(1990) and Lawry (2000).The theory observes that a company is composed of various sub systems operating under it.. The levels of the overall employee productivity and the company's performance will be greatly influenced by five issues such as personal mastery, shared vision, mental models, team learning as well as employee identification. This therefore means that if a company is to assessment on its overall performance and the levels of each employee's productivity. The company must evaluate its performance, responsibilities as well as functions from systems point of view. Therefore in order for the company to perform better and the levels of productivity to increase, all the departments and the subsystems within the organization must have the same vision, same goal, operate under one command, work as a team, promote team learning of all the employees and the responsibilities of each employee must be properly identified and finally the overall manager of the company must have a proper understanding of the functions of all the departments and the subsystems of the organization (Cooper 2001).

This theory was also relevant to the study since the world vision organization has six different departments, these departments must support each other and direct their energies to one common goal, and in addition the departments must have constant

communications with each other hence raising the employee productivity. Each sub system or department must work hard in order to meet on its set objectives and its targets hence when they are all successful the organization as a whole has also succeeded. The theory has got a number of weaknesses that can be pointed out, For instance, once an employee does not work hard in his/her roles, duties and responsibilities, the whole subsystem will perform poorly hence low levels of productivity. Therefore unless the theory narrows down to the individual employee, it's hard to ensure high performance of the systems.

### **2.2.3 Organizations Theory**

This theory was advanced by Jeffery Pfeffer. This theory focuses on the behaviors and attitudes of different employees, managers and the people within the organization. The central argument of the theory is that the negative behavior and attitudes that individuals within a company have are responsible for the low employee productivity. While positive attitudes and good behavior of the individuals within the organization will result to the highest levels of employee productivity. The second variable that affects a company's overall performance is the effects of people's actions on the general operations of the company. Also the environment in which the company the company orates in both internal and external has a direct impact on employees levels of productivity (Cronje 1992). The environment includes both the political, cultural, economic as well as social environment that the company finds itself in(Lawry 2000)Mento,Locke & Klein(1992) therefore observe that in order for a company to meet its set objectives, it must properly organize itself internally, both its workers, the resources, and energies inured to deal with

the outside challenges that the environment may have. In other words the company has to ensure that each employee meets his/her set targets. In order for the company to perform better.

This theory was relevant to this study in such a way that although world vision's organization is a religious based organization, it must ensure that certain code of ethics, behaviors, cultures amongst its employees is adhered to so as to raise employee productivity levels. However this theory is constrained by a few issues, for instance, how can the company tame on the negative attitudes and behaviors that some employees may have? The theory does not provide the mechanism. Secondly, concerning the external environment such as unstable political and economic environment, or the surrounding cultures of the neighboring community that surrounds the company. The theory does not provide effective mechanisms of dealing with those external challenges. It is true that by making a proper internal organization, the company does well, but when that has been left to stand on its own, it cannot shield the company.

### **2.3 Factors Affecting Employee Productivity**

The levels of employee productivity are affected by a number of factors .These factors have a negative effect on the efficiency of the final output. This can only be dealt with when there is a good management. Although it is hard to measure the level of employee productivity, its effects can be seen in the overall output of the company. Employers usually focus on how to increase the productivity during recruitment of new employees. Although good salary helps to improve on employee productivity, there are other factors

that will increase the employee productivity without imposing additional costs to the company (Drucker 1990). These factors include

### **2.3.1 Style of leadership**

The leadership of an organization is a complicated issue since it is influenced a lot of dynamism of the circumstance of the day.(Mitzberg 1973) argues that sound leadership ensures high level of productivity among the employees, according to him, a good leadership is that which inspires confidence among the employees, provides the right direction among the employees and provides vision to the employees.

In other words, a good leader of a company ensures that each employee meets his/her set targets and that everybody is working in line with the ultimate goal of the company. Cole (1997) suggests that the contingency approach to leadership is the best where a leader needs to strike a balance between the needs of the team, the requirement of the task, the nature of the organization climate and the pressures exerted by the situation at hand. Under this approach a leader will be flexible enough to change his behavior according to the circumstances.

### **2.3.2 Communication System**

Employees of the organization must remain informed at all-time s by the management of the organization. This makes it easier for the decisions made by the management to reduce support, reduce conflicts , boost the levels of trust between the employees and the management , the communication systems must be two way, upward or down wards (Burna& Stalker(1961) vertical or horizontal.

Saleemi (1997) observes that since an organization may consist of different sub sections such as the management, employees, premises, equipment, materials and departments among other subsystems. All these subsystems cannot come to life unless communications effectively links all these parts together and coordinate their activities. All the decisions made must be communicated to the employees and the control systems must be put in place so as to ensure that every decision and information received is acted upon.

### **2.3.3 Proper training**

Training according to Armstrong(2001) refers to the formal as well as the systematic change of behavior and attitudes of the employees through continuous learning, education and instructions as well as experiences. The importance of employees undergoing further training is to add their value both at personal level and at the company level. In addition to that skills are developed and generally productivity of employees will be improved.

Cole (1997) argues that training plays a dual function, namely utilization and motivation to an employee. They give an employee capacity to utilize human resources, gives him mastery of their work and the opportunity of being recognized by the management. However Cole warns that the kind of training the employee receives must be relevant to his work and the employee must be enthusiastic to undergo the training and not see it as a punishment.

#### **2.3.4 Performance appraisal**

In an organization, employees must be constantly evaluated by the management. This is a formal way of informing an employee of how he/she is progressing. It can be conducted on a regular basis, for instance six months or one year. This will help the employees to double their efforts so as to improve productivity. Those employees under probation can be fully absorbed. Therefore performance appraisal is good for both the employer and the employee in that the two will be in a position to adjust their modes of operations to ensure high levels of productivity (Nzuve 1997).

The type of performance appraisal that is used to evaluate an employee's performance must be comprehensive. This means that the tool used for evaluation must cover both the quantity of the produce an employee has registered as well as the quality of the produce. A true assessment tool must also factor in the environment in which an employee is operating on and determine whether it's conducive for the employee or not (Mohanty 1988).

#### **2.3.5 Motivation**

Handy (1996) noted that once employees are paid good salaries, allowances and given paid leaves. This will enable them to access physical goods, better services and improve on their standards of living; besides this the employees will double their efforts so that they are promoted at their work places.



Filippo (2003) on the other hand observes that the performance appraisal will assist the supervisor or the evaluator to influence and direct the performance of the employees. This means that the performance appraisal measure is important to both the employer and the employee, or both the evaluator and the evaluate. To the evaluator it act as the goal setting and to evaluate it, it gives them a performance target so that in future their double their efforts.

### **2.3.6 Employee's knowledge, skills & attitudes**

Genebra(2003) observed that the levels of an employee's morale, attitudes, skills and knowledge are very key in the production process. This is because they determine their behavior at work. Therefore the company must strive to motivate the employees so as to ensure they have positive attitudes, Secondly the company must pay the employees well in relation to their skills so that they have confidence at work and feel appreciated. This will boost their levels of productivity.

Light (2006) noted that by the decision of the management to empower its employees will make the employees to feel satisfied. This means that absolute authority would be given to the employees to decide on basic issues that deal with the expenditures through empowerment. This directly makes the employee to continue having the desire to work for the company and make it succeed. Therefore both it should be noted that when an employee develops his or her personal as well as professional skills, the same employee's levels of satisfaction will go high.

## **2.4 Perceptions of Employee Productivity**

Perceptions of employee productivity and its measures can be explained in several ways, these explanations according to Gupta (2008) are as follows; punctuality, quality of work, observational of personal habits, cross checking of the employees attitudes, reviewing of employees personal presentation, meeting deadlines, achieving targets, quality of the work, employee cooperation, quality of employees work, efficiency and the levels of output or productivity.

Punctuality, employees who arrive late for work demonstrates the fact that they are not giving their employee an honest service to their full potential. And it may be a sign of negative attitudes towards their jobs.it may also affect their colleagues at work. Quality of the output, the ability of the employees to finish their tasks on time while ensuring quality of the work. Personal Habits, bad habits such as office gossip, taking unauthorized breaks, disruptive behavior as well as the use of the office machines for personal issues such as social media for chatting, online shopping among others will lower production levels. Attitude of employees, poor attitude of an employee will manifest itself in his behaviors such as insubordination and disrespect for the bosses as well as other workers. Personal presentation, most organizations have professional dress code that fits their industry and conforms to the cultures of the organization. Employees who disregard these expectations appear to be careless and will affect the brand image of the company. This will definitely lower productivity and the expectations of the employees will not be met (Gupta 2005).

Meeting of deadlines, employees must complete the assigned tasks which are usually demanding within a short period of time without compromising on the quality. Efficiency, the quality of work that an employee does must be done in a proper way so that quality is not compromised at any given time. The Levels of productivity, an employee must deliver the highest results or the large quantities of output that gives the employer value for the salary he pays. Meeting of the set targets, the employee has to strive to attain the levels of targets that were set by the employer. The Level of cooperation, employee must at all times strive to maintain the highest level of cohesion, or good working relationship with other employees and the management (Gupta 2005).

## **2.5 Empirical Review**

Tarus(2011) carried out a study on Employee perceptions of factors affecting productivity at the Aga Khan university Hospital in Nairobi. The author found out that although wage increment was important in increasing employee satisfaction hence productivity, there are other measures of boosting employee productivity which will not cost the employer any finances. These includes motivating the employees, offering of sound leadership, proper communication, rewarding of knowledge and skills as well as ensuring that the employees have positive attitudes through further training and constant encouragements.

Kinyua (2010) carried out a study of the factors affecting operational productivity in small and medium sized manufacturing firms in Kenya. He found out that the levels of quality of technology, management systems and human resource were the main factors

that affected productivity levels of the employees in small and medium sized manufacturing firms. Secondly that if the quality of the employees will be improved, maintain the required numbers of work, reduce on wastages and maintain proper communication with the workers, this will improve on the levels of employee productivity.

Buuri (2015) carried out a study on the performance of measurement practices and employee productivity in the insurance firms in Kenya. The author found out that a balanced score card of an employee is the best measurement tool of employee productivity while the company's levels of excellence method was the worst form of measurement of employee productivity. He also found out that the way a company organizes itself in terms of the organizational culture, the quality of employees that it recruits and the levels of motivation the organization gives to its employees will increase the levels of employee productivity.

Tongo (2008) did a study on causes of low productivity of workers in the Kenyan industries, the author found out that, most regular employees in the Kenyan industries felt that they are giving more to the industries than what they are getting from the industries, he found out that if the employees could be given financial incentives, such as overtime payments, salary increments as well as retirement benefits, this will go a long way in increasing their levels of productivity hence improving the overall performance of the industry. Munyao (2002) carried out a study on what needs to be done in order to increase the productivity levels of teachers in the public primary schools in Kenya, he

found out that all employees love it when they work in well performing institutions, proper HR practices such as employee satisfaction, motivation as well as constant reward will boost the levels of employee productivity.

Wanjiru (2009) carried out a study on the factors that influence productivity of credit officers in micro finance institutions. Among the findings of the study were that both the experience as well as the training was the key issues that influences the levels Of productivity of the officers working for the institutions of micro finance. Ochieng (2009) did a study on the relationship between IT and productivity a case study of the national oil corporation of Kenya. The author found out that the use of the IT facilities by the institutions or the organization increases the levels of accuracy, speeds up the production process at the timelines lessening the work of the management.in the long run the use of ICT facilities will grant the organization a competitive advantage over the rival organizations hence boosting the levels of productivity

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the target population, sampling techniques, data collection and data analysis. The sample size is 50% of the entire working population at the world vision organization.

#### **3.2 Research Design**

The study adopted the descriptive survey method as its research design. This is where large populations will be investigated using a small sample. Research design according to Osso and Onen (2011) refers to the pattern, a plan or strategy for conducting research. This study intends to use the presentation model of investigating large populations by selecting small samples to analyze and discover their occurrences. The purpose of this design is that it provides numeric descriptions of some part of the population as well as describing and explaining events as they are. The advantage of this research design is that it considers issues such as the economy of the design where rapid data collection and the ability to understand the population from a part of it are suitable for this extensive research.

#### **3.3 Target Population**

The target population was all employees working at the world vision headquarters in Nairobi who are 300 in total. The researcher therefore feels that this accessible population which is based at the headquarters and its distributed in all the departments of world

vision will provide useful insights into the subject of perceived factors that affect employee productivity at the world vision organization in Kenya.

### 3.4 Sampling Technique

The study adopted the stratified sampling technique where employees were categorized into the existing departments at the World Vision headquarters based in Karen area of Nairobi city. The sample size of the study was 50% of the entire working population at the World Vision Organization headquarters in Nairobi. 50% was chosen because of the reason that it's not possible to assess each and every employee at the world vision organization because of time limitation, also it should be noted that given the nature of the organization in terms of its scope and operations, it's difficult to access all the employees because they are not all based at the same place at the same time. However the 50% sample was representative enough in that it contained all the typical characteristics of the entire population. Mugenda & Mugenda (1999) argues that a sample of 50% of the target population is a good representation for a research study, 75% and above is fair and 90% and above is excellent.

**Table 3.1: Sample Size Distribution**

DEPARTMENT	POPULATION	SAMPLE(50% of population)
Sponsorship	42	21
Operations	56	28
People culture, Administration & Security	86	43
Finance	48	24
Program development and grants acquisition	64	32
<b>TOTAL</b>	<b>300</b>	<b>150</b>

### **3.5 Data Collection**

The study relied on the primary data that was collected using self-administrated questionnaires. The questionnaire was divided into two sections; section A will contain the bio data of the respondents, section B covered questions on the factors affecting Employee productivity. Data collection procedure was on a drop and pick up later method.

### **3.6 Data Analysis**

Data was analyzed through the descriptive statistics such as Frequencies, percentages, mean and standard deviation. The descriptive statistics according to Creswell (1994) refers to the use of measures of central tendencies such as the mean, median, and the mode and measures of dispersion such as the range, quartile deviation, standard deviation and variance to describe a group of subjects. Measures of central tendencies generally describe how close a measure or a variable is to the central measure or variable. Measures of dispersion describe how far a measure is from the central measure or variable. Descriptive analysis is relevant to this study because the researcher does not want to generalize the findings beyond the sample. Factor analysis will be done to determine the main factors that affect employee productivity.



## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter deals with among other things data presentation, data analysis as well as presentation of the study findings. Data been presented in form of tables, figures, percentages as well as script narration.

#### **4.2 The Response Rate**

The researcher distributed a total of 150 questionnaires to the employees of the World Vision Organization. Out of the 150 questionnaires that were distributed, the researcher only managed to get a response from 102 respondents. That means that only 102 questionnaires were returned with feedback. This forms a percentage of 68%. According to Mugenda & Mugenda (1999), the authors observe that a response rate of 50% and above is good while that of 60% and above is fair, while that of 75% and above is excellent. Therefore if this study goes by Mugenda & Mugenda views, the response rate of this study was fair.

#### **4.3 Demographic Information of the Respondents**

This section will deal with the personal information of the respondents which will be in line with the sex of the respondents, Age of the respondents, level of education, departments they work for as well as the employees length of service.

### 4.3.1 Sex of the Participants

This was for the purposes of ensuring that the study is all inclusive and well represented

**Table 4.3.1 Sex of the Respondents**

Total	Sex	Frequency	Percentage
N=102 participants	Male	54	52.9%
	Female	48	47.1%
	Total	102 respondents	100%

The table above shows some level of gender balance. The male respondents constituted 52.9% of the total respondents while 47.1% of the respondents constituted the female employees. This means that the World Vision organization is sensitive to the 1/3 gender rule, the figures shows that both genders in the organizations participated in the study adequately. This gender balance is good for enhancing employee productivity.

### 4.3.2 Age Distribution of the Respondents

**Table 4.3.2 Age of the Respondents**

TOTAL	AGE	FREQUENCY	PERCENTAGE
N=102	20-30	21	20.6%
	31-40	38	27.3%
	41-50	26	25.5%
	51-60	17	16.7%
			102 respondents

The table above shows that the age distribution of the employees working for the world vision organization is well distributed. There are both the old employees as well as young employees. There are also middle aged employees. These shows that the organization has tried its best to blend the services of the old and young employees as well as the middle aged employees. This is a good strategy that the organization has taken for ensuring that the overall productivity of the employees and the organization in general is well enhanced. Out of the entire 102 study participants, 21 of them were aged between 20 and 30 years which translate to 20.6%, while 38 of them had the ages of between 31-40 years which translates to 27.3%. 26 of them had the ages of between 41 -50 years which translate to 25.5% while 17 of them were aged between 51-60years which translates to 16.7%.

### 4.3.3 Educational Level of the Respondents

This question was asked specifically to find out the academic qualifications of employees in the World Vision Organization

**Table 4.3.3 Academic Credentials Table**

Qualification	Frequency	Percentage
Primary	0	0%
Secondary	10	9.8%
Certificate	16	15.7%
Diploma	32	31.4%
Undergraduate	44	43.1%
	102 respondents	100%

As it can be seen in the table above, the World Vision organization has employed workers who have different academic qualifications, the highest being undergraduate level while the lowest being secondary level. Out of the 102 participants 43.1 % possessed a university degree while 31.4% possessed a diploma certificate.15.7% of the participants had a post-secondary school certificate while only 9.8% had a secondary school certificate. There was no participant who had a primary school certificate.

#### 4.3.4 Distribution of the Respondents Departments

**Table 4.3.4 Respondents Department**

	DEPARTMENT	FREQUENCY	PERCENTAGE
N=102 participants	Sponsorship	16	15.7%
	Operations	20	19.6%
	Peoples culture, Administration & Security	31	30.4%
	Finance	14	13.7%
	Programs Development & Grants Acquisition	21	20.6%
	TOTAL	102 RESPONDENTS	100%

Table 4.2.4 shows that there was a proper distribution of the respondents in all the departments at the world vision organization.15.7% of the respondents came from the sponsorship department, 19.6% of the respondents came from the operations department, while 30.4% of the respondents came from the peoples, culture and administration and security department.i3.7% and 20.6% of the respondents came from the finance and the programs development and grants acquisition departments respectively. This is a true confirmation that the sample was well representative of the entire study population.

#### 4.3.5 Length of Service.

Experience is an attribute that an employee obtains by working for a longer period of time in an organization. Older employees who have worked for long may be more knowledgeable on a variety of issues than young employees who have been employed recently

**Table 4.3.5 Length of Service**

TOTAL	PERIOD OF SERVICE	Frequency	Percentage
N=102 participants	1-5yrs	18	17.6%
	6-10 yrs.	20	19.6%
	11-15 yrs.	24	23.5%
	16-20 yrs.	14	13.7%
	Over 20 yrs.	26	25.5%
	Total		102 participants

As it is demonstrated in the table above, the level of experience that the employees at the World Vision organization of Kenya have differs from one employee to the next. Out of the 102 employees who participated in the study, 18 of them had worked for the organization for between 1-5yrs which translated to 17.6%, while 20 of them worked for the organization for between 6-10years which translates to 19.6% of the total respondents. 24 employees had worked for the organization for between 11-15 years which translated to 23.5% of the participants. 14 employees worked for the organization for between 16-20 years which translated to 13.7% and finally 26 employees had worked for the organization for over 20years which translated to 25.5% of the 102 employees who participated in the study.

#### 4.4 Factors Affecting Employee Productivity

In line with the objectives of the study, the study examined the findings of all the six questions that had been posed using the questionnaire and the answers responded to by the participants

The responses were rated using the following formulae. Figure 1=strongly Disagree, figure 2 was Disagree, figure 3= Neither Agree nor Disagree, figure 4 = Agree while figure 5=Strongly Agree.

**Table 4.4.1 Style of Leadership**

<b>STATEMENT</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
I am satisfied that the leadership in my organization embraces dynamism according to the situation at hand.	4.86	.34
The leadership in my organization is responsible to the needs of the employees.	4.73	.57
I am convinced that the leadership in my organization is competent enough to address issues affecting employee productivity.	4.57	.67
The leadership in my organization is visionary enough to inspire confidence among the employees.	3.37	1.03
The leadership style in my organization embraces consensus building with employees.	3.36	.94
The leadership of my organization values the input of all employees in decision making.	3.05	1.22
<b>AVERAGE</b>	<b>AVERAGE MEAN= 3.99</b>	<b>AVERAGE STANDARD DEVIATION= 0.76</b>

I am satisfied that the leadership in my organization embraces dynamism according to the situation at hand (Mean=4.86,SD= 0.34), The leadership in my organization is responsible to the needs of the employees (Mean=4.73,SD= 0.57), I am convinced that the leadership in my organization is competent enough to address issues affecting employee productivity (Mean=4.57, SD=0.67).The leadership in my organization is

visionary enough to inspire confidence among the employees (MEAN=3.37, SD=1.03), The leadership style in my organization embrace consensus building with employees (MEAN=3.36, SD=0.94), The leadership of my organization values the input of all employees in decision making(MEAN=3.05, SD=1.22).

From the table above, it can be noted that majority of the respondents were satisfied with the style of leadership that exists in the world vision organization. This is through the Average mean of 3.99 which was obtained from the total mean of the six statements on the style of leadership as a perceived factor that influences employee productivity. The average standard deviation was 0.76 which is more than the average of 0.5. This means that the style of leadership in the organization plays a significant role in influencing employee productivity.

**Table 4.4.2: Communication System**

<b>STATEMENT</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
The organization embraces the use of internet to boost on its communication activities	4.86	.33
The organization promotes proper communication between its employees.	4.86	.33
The organization motivates its office messengers as part of its efforts to boost its communication activities.	4.81	.53
The organization has a website that helps the employees to boost productivity levels.	4.72	.57
There are frequent briefings by the leadership of the organization to all its employees.	3.02	.90
The employees have what Sapp groups among the employer and the employees to assist in their internal communications.	2.96	.66
<b>AVERAGE</b>	<b>AVERAGE MEAN= 4.20</b>	<b>AVERAGE STANDARD DEVIATION= 0.55</b>

The organization embraces the use of internet to boost on its communication activities (Mean=4.86, SD=0.33), The organization promotes proper communication between its employees (Mean=4.86, SD=0.33), The organization motivates its office messengers as part of its efforts to boost its communication activities (Mean=4.81, 0.53), The organization has a website that help the employees to boost productivity levels (Mean=4.72, SD=0.57), There are frequent briefings by the leadership of the organization to all its employees (Mean=3.02, SD=0.90), The employees have what Sapp groups among the employer and the employees to assist in their internal communications (Mean=2.96, SD=0.66)

From the above table, Most of the respondents seem to appreciate the communication systems that exist in the world vision organization, this is seen in the average mean of 4.20 and a standard deviation of 0.55 which is slightly above 0.5.Thsi therefore means that the communication systems in an organization are key in enhancing the levels of employee productivity.



**Table 4.4.3: Proper Training**

<b>STATEMENT</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
The organization Set up minimum qualifications for that all the employees who join the organization.	4.86	.33
The organization offers constant training to employees both internally and externally.	3.64	.74
The organization embraces proper use of knowledge management systems such as the libraries, archives and information databases to improve productivity.	3.52	.78
The organization recruits new employees who have proper training of the jobs that they are employed.	3.35	.81
The organization sponsors its workers or allows its workers to go for Further training.	3.32	1.10
The working environment in my organization is supportive of its employees acquiring skills.	2.70	.66
<b>AVERAGE</b>	<b>AVERAGE MEAN= 3.56</b>	<b>AVERAGE STANDARD DEVIATION= 0.73</b>

The organization Set up minimum qualifications for that all the employees who join the organization (Mean=4.86, SD=0.33), The organization offers constant training to employees both internally and externally(Mean=3.64, SD=0.74), The organization embraces proper use of knowledge management systems such as the libraries, archives and information databases to improve productivity(Mean=3.52, SD=0.78), The organization recruit new employees who have proper training of the jobs that they are employed (Mean=3.35, SD=0.81), The organization sponsor its workers or allow its workers to go for Further training(Mean=3.32, SD=1.10), The working environment in my organization is supportive of its employees acquiring skills(Mean=2.70, SD=0.66)

From the above table. Proper training as a measure of employee productivity has been found not to be highly influential. This is because its average mean is below average. it stands at 2.19. This therefore means that employees at the world vision organization are not being sent for further training to improve on their skills.

**Table 4.4.4: Performance Appraisal**

<b>STATEMENT</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
The organization takes into account the total number of hours an employee has worked during the performance appraisal exercise(MEAN=2.42, SD=0.81)	2.42	.81
There is constant evaluation of the employees' productivity levels in the organization(MEAN=2.26, SD=0.92)	2.26	.92
The employees in my organization receive constant feedback on the evaluation process(MEAN=1.23) SD=0.56)	1.23	.56
The organization rely on Performance appraisal results of each employee as a basis for promotions(MEAN=1.05), SD=0.22)	1.05	.22
The organization adopts the style of Automation of its assignments( MEAN=2.7, SD= 0.66)	2.7	.66
The organization uses the appropriate individual based appraisal test(MEAN=3.52, SD=0.78)	3.52	.78
<b>AVERAGE</b>	<b>AVERAGE MEAN= 2.19</b>	<b>AVERAGE STANDARD DEVIATION= 0.65</b>

The organization takes into account the total number of hours an employee has worked during the performance appraisal exercise (Mean=2.42, SD=0.81), There is constant evaluation of the employees' productivity levels in the organization(Mean=2.26, SD=0.92), The employees in my organization receive constant feedback on the evaluation process (Mean=1.23) SD=0.56, The organization rely on Performance appraisal results of

each employee as a basis for promotions (Mean=1.05), SD=0.22), The organization adopts the style of Automation of its assignments (Mean=2.7, SD= 0.66), The organization uses the appropriate individual based appraisal test (Mean=3.52, SD=0.78).

The above table attempts to use the variable of the performance appraisal. The average mean stood at 2.19. This is far below average. This therefore means that the majority of the respondents felt that the results obtained from the frequent performance appraisal measures were not being used as a basis to reward the employees and promoting the employees on their job grades. Therefore performance appraisal was not efficiently utilized.

**Table 4.4.5: Motivation**

<b>STATEMENT</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
The organization have a provision for the introduction of new incentives for the workers, i.e. bonuses, hardship allowances etc.	4.72	.57
There is a provision in your organization for Paid leaves for each employee when they take their annual leave	3.02	.90
There are promotions in my organization based on the better levels of production by each employee	2.96	.66
The organization is having a provision for maternity leave for the expectant employees	2.84	.14
There are opportunities for further training in your organization.	1.19	.39
There exists Salary increments for all the employees from time to time	1.05	.22
<b>AVERAGE</b>	<b>AV MEAN 2.63</b>	<b>AV STD DVT 0.44</b>

The organization have a provision for the introduction of new incentives for the workers, i.e. bonuses, hardship allowances etc. (Mean=4.72, SD=0.57), There is a provision in

your organization for Paid leaves for each employee when they take their annual leave (Mean=3.02, SD=0.90), There are promotions in my organization based on the better levels of production by each employee (Mean=2.96, SD=0.66), The organization is having a provision for maternity leave for the expectant employees (Mean=2.84, SD=0.14), There are opportunities for further training in your organization. (Mean=1.19, SD=0.39), There exists Salary increments for all the employees from time to time (Mean=1.05, SD=0.22),

The table above shows a summary of the statements under the variable of motivation. The variable has an average mean of 2.6. Which is slightly above average? This means that the world vision organization motivates its employees but that level of motivation is not satisfactory according to the needs of the employees. Therefore the employees at the world vision organization are in one way or the other not properly motivated

**Table 4.4.6: Knowledge, Skills and Employees Capabilities**

<b>STATEMENT</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
The organization has a comprehensive training program for its employees	2.42	.81
The training needs of employees are prioritized	2.26	.92
Training are scheduled to address performance gaps identified during performance appraisal	1.23	.56
I have attended a number of trainings that have helped me in my work performance	1.05	.22
The organization has a plan for continuous development of workers knowledge and skills	2.70	.78
The organization has a well-documented training & development policy to address performance gaps	3.52	.78
<b>AVERAGE</b>	<b>AV MEAN 2.19</b>	<b>AV STD DVT 0.65</b>

The organization has a comprehensive training program for its employees (Mean=2.42,SD=0.81), The training needs of employees are prioritized (Mean=2.26, SD= 0.92, Training are scheduled to address performance gaps identified during performance appraisal(Mean=1.23, SD= 0.56), I have attended a number of trainings that have helped me in my work performance(Mean=1.05, SD=0.22), The organization has a plan for continuous development of workers knowledge and skills(Mean=2.70, SD=0.78), The organization has a well-documented training & development policy to address performance gaps(MEAN=3.52, SD= 0.78).

The above table shows the summary of the variable of skills, knowledge and experience of an employee as a measure of the employee performance. The variable has a mean of 2.19 which is below average. This means that the world vision organization is not adequately taking care of the levels of knowledge and skills that its employees do possess. This is because employees are not taken for further training or sponsored to attend workshops and conferences in order to better on their skills.

**Table: 4.4.7 Factor Analysis**

FACTOR	AVERAGE MEAN
1. STYLE OF LEADERSHIP	3.99
2. COMMUNICATION SYSTEMS	4.20
3. PROPER TRAINING	3.56
4. PERFORMANCE APPRAISAL	2.19
5. MORTIVATION	2.63
6.KNOLWEDGE SKILLS AND EMPLOYEES CAPABILITIES	2.19

As it is noted in the table above all the 102 respondents gave their responses in all the six variables and the statements under them on the perceived factors that affected their levels of productivity. The responses are analyzed below.

On the first statement which was on whether the style of leadership of the World Vision organization was competent enough to address issues that affected the employee productivity. The average mean was 3.99. This mean was slightly above average and it shows that style of leadership is performing averagely. This therefore means that most employees were not satisfied with the style of leadership in the organization hence that factor greatly affected on their levels of the employee productivity.

The second variable was on communications systems at the World vision organization. The respondents were asked whether there were frequent briefings by the leadership of the world Vision organization and whether there existed proper channels of communications both horizontally and vertically, the variable had an average mean of 4.20. This implies that the average mean was far much above average and it was exceptional. This means that there exists some forms of communication systems at the World vision organization, but they are not good enough to cause an improvement in the levels of employee productivity.

The third variable under test was the use of the performance appraisal. The respondents were asked as to whether the World Vision Organization relied on the performance appraisal results of each employee as a basis for promotions in the organization. The average mean stood at 2.19. This is far below average. This therefore means that the

majority of the respondents felt that the results obtained from the frequent performance appraisal measures were not being used as a basis to reward the employees and promoting the employees on their job grades.

The fourth variable under study was on the subject of motivation. The respondents were asked as to whether the World vision organization has got any provision for motivating their staff on through payments of incentives such as bonuses, allowances and other benefits so as to boost their levels of productivity. The average mean was 2.63, this was slightly above average. This means that the levels of employee productivity at the world vision organization are enhance d by the staff motivation.

The fifth variable under the study was whether the employees were being recognized from their long years of service that they have worked for the organization and the levels of experience that they possess. The average mean was this therefore means that majority of the employees felt that their length of service in the organization was not being recognized by the World vision organization and this explains how the employees moral levels are low. This affects employee productivity.

Finally on the question of whether the employees are recruited based on their qualification, knowledge and skills. And whether there are frequent job trainings at the World Vision organization. The average mean was 2.19. This was far below average. This means that the World vision organization does not employs its recruits according to their qualifications, knowledge and experiences they have for that particular job. This has been key in lowering the levels of employee productivity

From the factor analysis table above

Communication systems is the factor that is considered mostly to affect employee production followed by styles of leadership, proper training and motivation, performance appraisal and knowledge skills and employees capabilities has been rated at equal average mean in the impact to employee productivity at the world vision organization.

#### **4.5 Discussion of the Findings of the Study**

From the above data analysis, the study has established the following key findings;

First and foremost there is a strong relationship between Employee productivity and the perceived factors that affect it. Many of the study participants observed that a number of factors such as motivation, good communication, frequent briefings, constant training as well as performance appraisal affected their levels of productivity. The study therefore found out that the world vision organization was not paying proper attention to factors such as motivation of the employees, putting in place proper communication systems as well as sending their employees for further training. As a result of these, the overall productivity of the employees and that of the organization was not very good.

Concerning the issue of using performance appraisal measures as a basis of rewarding the employees through payment of the employee benefits such as rewards, bonuses and recognition and promotions. Majority of the employees felt that the organization was not relying on the performance appraisal measures in rewarding them hence it has lowered on their levels of morale. Therefore the study established that the world vision organization



has not adequately used the performance appraisal measures in promoting its employees, or rewarding them or generally boosting the levels of employee productivity hence this as negatively affected the organizations levels of productivity.

The study also established that during the recruitment of the new employees, the organization requires that each recruit is required to have particular knowledge, skills and the ability that suits the particular job that he has been recruited to do. To a greater extent majority of the employees felt that this was necessary and it has assisted them to ensure that the productivity levels of the organization is enhanced. Therefore the study wishes to establish that proper knowledge, skills and capabilities strongly affects employee productivity.

Concerning the issue of the employee motivation, the study established that although the world vision organization has got a number of provisions in awarding and recognizing the long years of service and experiences that employees have. The study established that there was still a long way to go. More needs to be done in order to sufficiently motivate the employees to work for the organization for the longer periods of time. Therefore the study establishes that proper motivation of the employees positively affects the employee productivity while the lack of proper employee motivation negatively affects employee productivity.

The study also established that the existing communication systems at the world vision organization negatively affected the levels of employee productivity in the organization.

Most of the employees felt that there were no frequent briefings from their leadership and there were no systems that promoted interdepartmental communications and the communications between the employees. This reduced on their productivity levels. The study therefore found out that the communication systems affect employee productivity.

Finally on the issue of the style of leadership that exists in an organization. The study established that there was a split from the respondent's views; some employees felt that the leadership at the world vision organization was not inspiring enough to cause an improvement in employee productivity while the other half of the employees felt otherwise. However the researcher understood that such splits are normal especially when it comes to the junior employees rating their seniors. The study therefore found that the style of leadership in an organization is key in ensuring employee productivity.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter will present the summary of the findings. The study will go a long way in giving the conclusion as well as the recommendations. The limitations experienced by this study will also be briefly mentioned as well as areas of further research will also be identified and suggested.

#### **5.2 Summary of the Findings**

This study which was entitled the perceived factors affecting Employee productivity at the world vision organization in Kenya focused on looking at the real issues that either increase or reduce the levels of employee productivity and the world vision organization was taken as the case study. The study was guided by the main objective which was to determine the perceived factors that affect employee productivity at the world vision organization in Kenya.

This study was anchored on three theories, namely; the goal settings theory, the systems theory and the organizations theory. The goal settings theory argued that when specific goals that are difficult to achieve are set up by the organization. it will automatically lead to high levels of employee productivity because the employees will be working hard to meet the set goals or the target. The second theory was the systems theory which argued that an organization comprised of different segment within its structures and if the

organizations has to increase on its levels of production, then the various systems within the organization must have a shared vision, support each other. This will help to raise the levels of employee productivity. Finally the organizations theory argued that it's the organization which is responsible for shaping the attitudes and behaviors of its employees, the organization has to realign all its structures in the right manner and put in place an organizational culture that will make the employees to raise their levels of productivity.

The study was justified at three levels, namely; at the policy level, at the theoretical level and at the practice of HR level. At the policy level, the study will be useful to the policy makers as it will greatly inform the leadership of the world vision organization when coming up with new organizations policies .The findings of this study will also assist the leadership of other NGOs in making policies regarding Employee productivity. At a theoretical level, the study identified the weaknesses of each of the three theories and provided suggestions of how to improve on them. Finally at the HR practice level, the study identified challenges that is experienced in goat profession and give suggestions on how the HR managers can do in order to overcome the perceived challenges.

The study adopted the case study method as its research design. This was done through a descriptive survey where large populations of the employees and organizations were investigated using a small sample. The study had a target population of 300 employees and a sample size of 150respondent's .The study adopted a stratified sampling technique whereby all the employees were categorized into the existing departments at the world

vision organization headquarters in Karen area of Nairobi city. Primary data was collected using the self-administered questionnaires. The questionnaire was divided into two major parts A & B where section A contained the bio data of the respondents while section B covered the statements on the perceived factors affecting Employee productivity. Data was collected using the process of a drop and pick up later method.

The study found out that a number of factors that affected Employee productivity included the following; the style of leadership in the organization. If the leadership was progressive and acted as an inspiration to the employees, the levels of employee productivity are likely to go high.; the communication systems in the organization. If the organization has got proper mechanisms that promote good communication, productivity will be high and the reverse is also true. Thirdly the proper training that the employees are taken through, performance appraisals, motivational levels of the employees, knowledge, skills and attitudes that employees have. All these factors were identified to be key in either increasing or reducing the levels of the employee productivity.

### **5.3 Conclusions**

Based on the findings that this study managed to establish, the study would therefore wish to make the following conclusions.

There is a strong relationship between Employee productivity and the perceived factors that affect it. Many of the study participants observed that a number of factors such as motivation, good communication, frequent briefings, constant training as well as performance appraisal affected their levels of productivity. The study therefore concluded

that the world vision organization was not paying proper attention to factors such as motivation of the employees, putting in place proper communication systems as well as sending their employees for further training. As a result of these, the overall productivity of the employees and that of the organization was not very good.

Concerning the issue of using performance appraisal measures as a basis of rewarding the employees through payment of the employee benefits such as rewards, bonuses and recognition and promotions. Majority of the employees felt that the organization was not relying on the performance appraisal measures in rewarding them hence it has lowered on their levels of morale. Therefore the study concludes that the world vision organization has not adequately used the performance appraisal measures in promoting its employees, or rewarding them or generally boosting the levels of employee productivity hence this as negatively affected the organizations levels of productivity.

The study also established that during the recruitment of the new employees, the organization requires that each recruit is required to have particular knowledge, skills and the ability that suits the particular job that he has been recruited to do. To a greater extent majority of the employees felt that this was necessary and it has assisted them to ensure that the productivity levels of the organization is enhanced. Therefore the study wishes to conclude that proper knowledge, skills and capabilities strongly affects employee productivity.

Concerning the issue of the employee motivation, the study established that although the world vision organization has got a number of provisions in awarding and recognizing the long years of service and experiences that employees have. The study established that there was still a long way to go. More needs to be done in order to sufficiently motivate the employees to work for the organization for the longer periods of time. Therefore the study concludes that proper motivation of the employees positively affects the employee productivity while the lack of proper employee motivation negatively affects employee productivity.

The study also established that the existing communication systems at the world vision organization negatively affected the levels of employee productivity in the organization. Most of the employees felt that there were no frequent briefings from their leadership and there were no systems that promoted interdepartmental communications and the communications between the employees. This reduced on their productivity levels. The study therefore concludes that the communication systems affect employee productivity.

Finally on the issue of the style of leadership that exists in an organization. The study established that there was a split from the respondents; some felt that their leadership at the world vision organization was not inspiring enough to cause an improvement in employee productivity while the other half felt otherwise. However the researcher understood that such splits are normal especially when it comes to the junior employees rating their seniors. The study therefore concluded that the style of leadership in an organization is key in ensuring employee productivity.

#### **5.4 Recommendations of the Study**

Based on the findings of this study and the conclusions made by this very study, this study wishes to make the following recommendations on what organizations need to do in order to boost on its levels of employee productivity.

The Leadership of the World Vision organizations needs to change on its style of leadership and management skills. The leadership must start embracing on new strategies that aims at coming up with progressive ideas, always be responsive of the needs of the employees. In addition to these the leadership must always be flexible and change its strategies based on the situation mat hand and the circumstances of the day. The leadership of the organization must always be ready to provide a listening ear to the views of the employees. This will go a long way in inspiring confidence among the employees hence enhancing the levels of the employee productivity.

Secondly the existing communications systems in World Vision Organizations need to be totally overhauled. The World Vision Organization must install proper communication systems that suites the employee's needs. In other words, there must be frequent and constant briefings of the employees by the leadership of the world vision organization. This means that the employees must an opportunity to air their views on a given issue. And besides these, the flow of information must be both vertical as well as horizontal.as much as the leadership of the organization must always be ready to give all necessary information to the employees. There must also be some flow of information from the employees to the leadership of the organization.



Thirdly the World Vision Organization must be commended for being strict on the recruitment procedures of the new employees. This is because the new employees are recruited based on their knowledge, skills as well as capabilities in relation to the jobs that they are applying for. This study to a greater extent noted that it helped to improve on employee productivity. However the study recommends that the organization should not stop at that, instead it should come up with a provision for further training whereby employees are send for further training or further studies, others are sponsored to attend seminars and workshops which are meant to boost on their levels of skills, and knowledge. All these will go a long way in ensuring that there is a further improvement of the employee productivity levels.

The study will also recommend that the leadership of the World Vision Organization should revise on its policy of promotions and rewards of the employees. The study suggests that the constant performance appraisal measures that the organization carries out from time to time should be used as a basis on which an employee is promoted or rewarded. In addition to these the study recommends that the periods in which an employee has worked for the organization should also be considered when promoting an employee and rewarding an employee through salary increments, allowances and other incentives such as bonuses, recognition just to mention but a few.

### **5.5 Limitations of the Study**

This study faced a number of challenges from its beginning up to the end. The researcher was heavily affected by the time constraints; the researcher being an employee in the private sector was torn between giving her employer an honest her time and meeting the demands of this study which were enormous. The researcher managed to juggle the between the two most important activities and the result is the completion of this study.

The researcher encountered the challenge of the unwillingness of most respondents in participating in this study. This was so most especially in the area of data collection. A number of the employees did not take some of their time to fill in the questionnaire while others simply ignored the questionnaire. However it took the researcher a whole week in making follow up of this questionnaires and the researcher was able to collect 102 questionnaires out of a total of 150 that was issued.

Finally this study was only limited to the World Vision Organization and this makes it to be so narrow since it focused to only one NGO. The findings and the recommendations made by this study faces the challenges of not being applied to any other organization. However the researcher was aware of this fact and she tried as much as possible to generalize the findings the conclusion and the recommendations. This made it possible for the findings to be generalized and applicable to the other organizations

### **5.6 Areas of Further Research**

This study recommends that a further study or research should be done in the area of the government policy on employment and its relation to the employee productivity. This

will help to strengthen the employment policy and also address the perceived factors that are likely to affect employee productivity and the solutions to it. This will help to streamline the labor relations sector.

Secondly, since the study focused so much on the perceived measures of employee productivity at the World vision organization. The study suggests that a similar study should be conducted in other Non-governmental organizations and international organizations so that a comparison is made. This will, strengthen the ideas on factors that affect employee productivity and measures of the employee productivity. The overall recommendations made from all these studies will greatly inform the policy making by both the government, the NGOs and the international Organizations.

## REFERENCES

- Armstrong, M. (2006). *Human Resource Management Practice*. London. Kogan Limited .
- Bonjoko, S. (2006). *Managing Corporate Reward Systems*. Lagos : Pugmark Limited .
- Borcherding, J., Sebastian, S., & Samelson, N. (1980). Improving motivation and Productivity on large projects. *J.Constr.Div*, 106(1), 73-89.
- Bowen, D. E., & Ostroff, C. (2004). Understanding H R M — firm performance linkages: The role of the 'strength' of the H RM system. *The Academy of Management Review*, 29(2), 203-221.
- Buuri, D. (2015). *Performance measurement practices and Employee productivity in the insurance firms in Kenya*. Unpublished MBA project , University of Nairobi , Nairobi.
- Clement-Chorme, D., & Kaluarachi, Y. (2000). *An Assessment of the Influence of the In-door Environment on the Productivity of Occupants in Offices Design, Construction and Operation of Healthy Buildings*. New Jersey : Prentice Hall.
- Cole, G. A. (1997). *Personnel Management* (4th ed.). London: DP Publishers.
- Cooper, R. D., & Schindler, S. P. (2001). *Business Research Methods* (7th ed.). New York: McGraw-Hill.
- Cronje, V. (1992). *Introduction to Business Management*. Oxford.Heinemann Publishing.
- Drucker, P. F. (1990). *The Practice of Management*.Oxford. Heinemann Professional Publishing .
- Fisher, A. A., Stoeckel, J. E., & Townsend, J. W. (1998). *Handbook for EP Operations, Research Designs Sampling* (2nd ed.). New York.
- Frank, J. (1998). *Public Relations Practice* (4th ed.).London. Brown and Benchmark Publishers.
- Genebra, P. (2003). A New Face for Private Providers in Developing Countries: What Implications for Public Health. *Bulletin of World Health Organizations*, 81.
- Gupta, C. B. (2005). *Human Resource Management* (6th ed.).New Delhi. Sultan Chand & Sons Publishers.

- Hass, C., Borcharding, J., Almond, E., & Goodrum, P. (1999). U.S. construction labor Productivity trends 1970-1998. *Journal of Centre for Constructions Industry Studies*, 3.
- Henry, T. (2011). *Employee perceptions of factors affecting productivity at the Aga Khan university hospital Nairobi* . Unpublished MBA project, University of Nairobi, Nairobi.
- Indurkar, H. (2006). Quality Enhancement in Education in Asian Perspective. *Medicaps Institute of Technology and Management*.
- Khan, N. M. (2001). Quality in Education Teaching and Leadership in Challenging Times. *Aga Khan University Hospital Newsletter*, 1(6).
- Kinyua, F. (2010). *A survey of the Factors affecting operational productivity in small and medium sized manufacturing firms in Kenya*. Unpublished MBA project, University of Nairobi , Nairobi.
- Koontz, H., & Weinrich, H. (2004). *Essential of Management* (6th ed.). Tata : McGraw-Hill Publication Co. Limited .
- Kotler, P. (1997). *Principles of Marketing* (7th ed.).New Jersey: Prentice Hall.
- Light, J. (2000). *The Relationships and Effects of Employee Involvement, Employee Empowerment and Employee Satisfaction by Job Type in a Large Manufacturing Environment*. New Jersey : Prentice Hall.
- Martocchio, J. (2006). *Strategic Compensation: A Human Resource Management Approach*. New Jersey: Prentice Hall.
- Mohanty, R. P. (1988). Factors affecting productivity: perceptions of Indian managers. *Industrial Management & Data Systems*, 88.
- Mugenda, O., & Mugenda, A. G. (1999). *Research Methods. Quantitative and Qualitative Approaches*. Nairobi: ACTS Press.
- Nzuve, S. (1992). *Management of Human Resources, a Kenyan Perspective*. Nairobi: Dtech & ProAssociate Publishers.
- Saksena, S. C. (1988). *Principles and Practice of Management* (Revised ed.).New Delhi. Sahitya Bhawan.
- Saleemi, N. A., & Bogonko, J. B. (1997). *Management Simplified* (1st ed.). Nairobi: N.A. Saleemi.

- Saunders, K., Lewis, P., & Thornhill, A. (2003). *Research Methods for Business Students* (3rd ed.). Harlow: Prentice Hall.
- Wang, X., & Gianakis, G. A. (1999). Public Officials' Attitudes toward Subjective Performance Measures. *Journal of Public Productivity & Management*, 22.
- Wright, E. (2000). Public sector work motivation: A review of the current literature and a revised conceptual model. *Journal of Public Administration Research Theory*, 10.

## APPENDICES

### APPENDIX i: QUESTIONNAIRE.

#### SECTION A: GENERAL INFORMATION

Please tick (√) where is appropriate

1. Sex of Respondent

(i) Male ( )

(ii) Female ( )

2. Age 20-30 ( ) 31-40 ( ) 41-50 ( ) 51-60 ( ) over 60 ( )

3. Level of Education

(i) Primary ( )

(ii) Secondary ( )

(iii) Certificate/Diploma ( )

(iv) Bachelors ( )

(v) Master's Degree ( )

(vi) Other please specify ( )

4. Department

Sponsorship ( )

Operations ( )

People& culture, Administration& security ( )

Finance ( )

Program development & Grants acquisition ( )

5. Length of service.

(i) 1 – 5 years ( )

(ii) 6 -10 years ( )

(iii) 11-15 years ( )

(iv) 16-20 years ( )

(v) Over 20 years ( )

**SECTION B: FACTORS AFFECTING EMPLOYEE PRODUCTIVITY**

This section wishes to examine the perceived factors affecting employee productivity in the world vision organization in Kenya. To what extent do you consider each of the following statements to be true and correct in affecting employee productivity at the world vision organization. Indicate your response for each item on a scale of 1-5 where: 1= strongly disagree, 2= Disagree, 3 Neither Agree/Disagree and 4 = Agree. 5= Strongly Agree Please tick in the boxes provided that best describes your status

<b>STATEMENTS ON FACTORS AFFECTING EMPLOYEE PRODUCTIVITY</b>	<b>Strongly disagree</b>  <b>1</b>	<b>Disagree</b>  <b>2</b>	<b>Neither Agree/Disagree</b>  <b>3</b>	<b>Agree</b>  <b>4</b>	<b>Strongly Agree</b>  <b>5</b>
<b>Style of Leadership</b>					
1. I am satisfied that the leadership in my organization embraces dynamism according to the situation at hand					
2. The leadership in my organization is responsible to the needs of the employees					
3. I am convinced that the leadership in my organization is competent enough to address issues affecting employee					



productivity					
4. The leadership in my organization is visionary enough to inspire confidence among the employees					
5. The leadership style in my organization embrace consensus building with employees					
6. The leadership of my organization values the input of all employees in decision making					
7. The organization embraces the use of internet to boost on its communication activities					
8. The organization promotes proper communication between its employees					

<b>Communication System</b>					
9. The organization motivates its office messengers as part of its efforts to boost its communication activities					
10. The organization has a website that help the employees to boost productivity levels					
11. There are frequent briefings by the leadership of the organization to all its employees					
12. The employees have whatsapp groups among the employer and the employees to assist in their internal communications					
<b>Proper Training</b>					
13. The organization Set up minimum qualifications for that all the					

employees who join the organization					
14. The organization offers constant training to employees both internally and externally					
15. The organization embraces proper use of knowledge management systems such as the libraries, archives and information databases to improve productivity					
16. The organization recruit new employees who have proper training of the jobs that they are employed					
17. The organization sponsor its workers or allow its workers to go for Further training					
18. The working environment in my organization is					

supportive of its employees acquiring skills accumulation					
<b>Performance Appraisal</b>					
19. The organization takes into account the total number of hours an employee has worked during the performance appraisal exercise					
20. There is constant evaluation of the employees' productivity levels in the organization					
21. The employees in my organization receive constant feedback on the evaluation process					
22. The organization rely on Performance appraisal results of each employee as a basis for promotions					
23. The organization adopts the style of Automation of its assignments					

24. The organization uses the appropriate individual based appraisal test					
<b>Motivation</b>					
25. The organization have a provision for the introduction of new incentives for the workers, i.e. bonuses, hardship allowances etc.					
26. There is a provision in your organization for Paid leaves for each employee when they take their annual leave					
27 There are promotions in my organization based on the better levels of production by each employee					
28. The organization is having a provision for maternity leave for					

the expectant employees					
29 There are opportunities for further training in your organization					
30. There exists Salary increments for all the employees from time to time					
<b>Employees Knowledge ,Skills &amp;Attitudes</b>					
31. The organization has a comprehensive training programme for its employees					
32. The training needs of employees are prioritized					
33. Training are scheduled to address performance gaps identified during performance appraisal					
34. I have attended a number of trainings that have helped me in my work performance					

35. The organization has a plan for continuous development of workers knowledge and skills					
36. The organization has a well-documented training & development policy to address performance gaps					

**THANK YOU FOR YOUR PARTICIPATION!!!!**