

**PERFORMANCE ENHANCEMENT STRATEGIES AND EMPLOYEE
PRODUCTIVITY IN NYAMIRA COUNTY GOVERNMENT**

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SEPT 2018

DECLARATION

Students

I Lucy Bwoma do state that this is my original work.

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D61/70921/2014

Supervisor's

This research project has been presented for assessment with my approval.

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DEDICATION

To my parents, sisters, brothers, friends and relatives.

ACKNOWLEDGEMENT

I take this opportunity to express my sincere gratitude to all the people who have made this project a great success. First and foremost, I thank the Almighty God for making this possible.

Special thanks goes to my beloved parents Mr. and Mrs. Bwoma who have contributed greatly to see me through my studies, my sisters and brothers Naomi, Caroline, Jayrus, Alvin and Karoli for their moral support and prayers.

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ABSTRACT

This study was conducted to find out performance enhancement strategies adopted by Nyamira county government to improve employee productivity. Business leaders have studied strategy for years and also business theorist yet no one has come up with the answer to what strategy mean. Most people think strategy in different ways for example some business leaders think to come up with strategy one should be able to analyze the present very carefully and anticipate how the market or industry is changing therefore be able to plan on how to succeed in the future. Some people think to predict the future is difficult making them to evolve strategies organically in there organization. Adoption and implementation of strategy has also been seen over the years as a key factor to productivity. The research objective was to establish the strategies adopted by Nyamira County Government for employee productivity improvement. Literature was reviewed so that to have a clear understanding on the existing knowledge of the problem that exist based on thesis, books and dissertations that exist.. The primary tool for collecting data was an interview guide. The interview guide was administered by the researcher in order to clarify issues that may not be clear to the respondents. Content analysis was used to analyze the data capture the in-depth opinions of the respondents. Thus accurate decision making of the problem under investigational final report was then prepared to present the final findings from the study. The study also showed that strategy in itself does not automatically translate to productivity but a well drafted and implemented strategy is what translates to employee productivity which in turn provides the organization with business turnover, volume of sale and profitability. The study concluded that strategies adopted by Nyamira County to improve employee productivity include motivation, compensation, conducive work environment, employee recognition, skill-enhancement opportunities and job security.

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\CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy is very important to performance; and organizational success is closely related to adoption and implementation of strategy. The concept of strategy has been studied over the year by authors and business leaders but there is not one definition that can actually point out what strategy means. The main reason for this is because people look at strategy differently, some people are of the notion that there is need to understand and analyze the present vividly and anticipate future changes in the market, therefore plan how to succeed in the market, others are of the notion that it is difficult to forecast the future.so they priorities the concept of developing strategies organically. Chandler (1962), defined strategy as the process by which a firm determines it long term objectives, and the process by which the firm acts and allocates resource to ensure that the goals and objectives are met. Porter, (1980) define strategy as a wide formula that states how a business intends to compete, what its objectives should entail and how the goals will be met.

Mintzberg (1998) argued that strategy could be seen from five perspectives, as a plan-
planning is an activity of delight for managers; it comes naturally. The process includes adoption of an automatic approach and brainstorming. Mintzberg, (1998) pointed that getting the better of competitors can be done by plotting to discourage and disrupt them, i.e. Drive their attention away from key strategies that will be beneficial to them. Strategy as a pattern-some strategies are developed from past organizational behavior as an intentional choice and when a firm has a successful way of doing business they can make it a strategy. Strategy as position- this can be seen as what you intend to do and how you intend to act in the market place, positioning help

firms to enjoy the benefits of a fit between the environment and the organization. Strategy as perspective- this is the way an organization looks at an event and the decision they make; the choices organizations make about strategy are closely related to its culture which is patterns of behavior that can be translated to strategy.

Productivity is the process of identifying the measure output (product) from the production per unit that include labour and capital which is expressed in units of a product for instance cars and the number of hours that employees take to work on that particular car. To measure efficiency of the company there should be cost of employee working hours and productivity. Measurement is usually in quantitative since it is easy to measure although use also use qualitative in items such as innovation, creativity and teamwork which are difficult to measure. To measure the success of a firm in terms of efficiency, resources have to be considered on how it is used to produce a product, the number of products sold and how the selling takes place.

The success of any business depends on the how employees are productive at work. When employees are not happy with the work place the employer suffers too making employees not to perform at the work place according to the standards. Most employees who are troubled usually apply for sick off or they are not psychologically present at the work place.

Hughes, (2007) carried a survey that focused on two thousand employees from two various organizations. The result was that nine out of ten employees believed that the quality of the work place can affect employee's attitude and also their rate of productivity. Different organizations have different designs for their offices and unique furniture, spacing, lighting heating and cooling arrangements and different levels of noise which also translate to different levels of employee productivity. There

are other factors that can also be a key determinant of employee productivity, when these factors are not put in place the employees only come to for their wages/ salaries. The quality of employee's work environment can influence the level of employee motivation, performance and hence the profitability of the firm. Organizations that have developed a suitable work environment are able to reduce error rate, increase levels of innovations and enjoy collaboration among its employees, and is able to combat absenteeism which ultimately leads to productivity and retention.

Nyamira County government links its employee productivity to its agricultural sector because it accounts for over 50% of its internally generated revenue with the following details, the county crop production is as follows; food crops 58,394 ha while cash crops in the county is 48,543 ha. In Nyamira County the household possess an average of 2.4 ha of land for production of both food and cash crops. The county has a number of cash crops which are itemised below they include bananas tea, coffee, and pyrethrum. The main food crops in the county are sweet vegetables, maize, beans, potatoes, cassava, millet and sorghum. (Agriculture Sector Development Support Programme, 2016)

1.1.1 Employee Productivity

Mathis and John (2003), productivity can be evaluated depending on the quality and quantity of the work being done, when expressed in relation to the resources used. He pointed out that a more productive organization enjoys better competitive advantage over its rivals, due to the fact that its cost of production of products and services is lower. Efficient production may not mean higher productivity; it could simply mean fewer people, less money spent or even less time used in the production of the same quantity of output. McNamara, (2003) further states that, results can be seen as the

specific final output desired from employees; they are normally expressed as the number of goods and services produced for external use or for the firm's customers. They could also be described as an impact on a community and financial accomplishments; that is results can also be expressed in relations to time, cost quality, quantity or time.

He further noted that if productivity must be measured we must determine the length of time required by a worker to generate a particular level of product. If production must be achieved it is important to understand the amount time that employees take on travelling, production, and time spend waiting for materials also while waiting for the broken materials. This can be used to understand how many hours employees spend away from production station in which other aspects of the job can be controlled. Employee productivity is usually difficult to measure but it has a direct effect on a company's profits.

It is important for employers to examine productivity of individual during the initial stage of the interview process. Several factors put in place on the job which can help to capitalize on what an employee does and also help to improve on the job performance (Lake, 2000). Brady, (2000) states that, human resources do not effectively monitor resources used for productivity in the organization, he also stated that human resources can undertake any design systems that will improve organizational productivity. It could be in form of increased pay, increased training, proper selection, effective appraisal systems, good job design and increased compensation. Bernardin, (2007) continues to state that it's important to control labor cost and increase productivity by establishing a vivid link between pay and performance as this could be a key in human resource management components for

attaining competitive advantage.

1.1.2 Productivity Enhancement Strategies

Increasing employee productivity is top on most organizations' goals. But to have productive employees, you first must hire the right employees. Every organization operates differently, but having a winning strategy for recruitment and employee development is key among other factors to employee development. Employee productivity improvement strategies include; compensation, training opportunities, conducive working environment and job security.

On compensation, it is important to note that paying benefits is a necessary condition for satisfaction as it translates to productivity. This is true because employees require a pay system that they consider fair, just, unambiguous, and concurrent with their expectations. On training opportunities, employees will never look at an opportunity to improve his or her skill as negative, they don't mind putting in extra hours of their time to get this done. They have a notion the training courses are designed to improve their work and personal life. Training is important; it is advised that head of organizations should get experts in order to ensure growth and development of the company.

A conducive working environment is an environment with a good atmosphere containing no detriments on employees in terms of physical/mental wellbeing and is suitable for the tasks required. Job security is the probability and an amount of certainty that an individual will retain his/her job with a very slim chance of becoming unemployed.

1.1.3 Nyamira County Government

Nyamira County spreads across an area of 912.5 km² and shares boundaries with the counties of Homabay in the north, Kisii by the west, Bomet towards south east and Kericho on the east side. The county comprises five sub-counties: Nyamira, Borabu, Nyamira North, Manga and Masaba North. The largest sub-county Borabu occupying an estimated area of 248 km² while the smallest, Manga with a land size of 111 km² (Agriculture Sector Development Support Programme, 2016) The county has 14 divisions, 38 locations and 90 sub locations.

Nyamira County is guided by the following vision and mission respectively; “To be a leading county in efficient utilization of resources, effective provision of essential services, industrial growth and development initiatives for improved quality of life for all”, “To foster the county’s economic growth through intensive and efficient utilization of locally available resources thus improving the living standards of our people.” Agriculture is the major economic activity in the county providing employment and income for a large majority of the people. It also provides raw materials to agriculture industries and supports environmental sustainability this is done by promoting good and favourable agricultural practices and judicious sustainable land use systems.

Nyamira County government links its employee productivity to its agricultural sector because it accounts for over 50% of its internally generated revenue with the following details, the county crop production is as follows; food crops 58,394 ha while cash crops in the county is 48,543 ha. In Nyamira County the household possess an average of 2.4 ha of land for production of both food and cash crops. The county

has a number of cash crops which are itemised below they include bananas tea, coffee, and pyrethrum. The main food crops in the county are sweet vegetables, maize, beans, potatoes, cassava, millet and sorghum (Agriculture Sector Development Support Programme, 2016).

Nyamira County has five sub counties namely Masaba north, Nyamira north, Borabu, Nyamira south and Manga,. Nyamira county government has ten departments namely health, public administration, finance and planning, education and Information Communications Technology (ICT), gender and physical planning, public works, agriculture and livestock and tourism (County Government of Nyamira, 2016)

1.2 Research Problem

Organizations must consider that employee productivity can be improved by provision of better working conditions for employees. The organization is expected to consider employee's individual problems, social problems as well as economic problems. According to Armstrong, (2006) employees only stay in an organization when they are less worried about basic factors and they will also remain in an organization when they feel that they can get benefits from the organization. Employees therefore expect to be treated as humans with personal anxieties hopes and needs, which they cannot leave at home as they come to work.

A study by Cosmos, (2012) has shown a direct link between strategy and performance. According to Denison (1990),strategies have implementation that are rooted on the beliefs and value of an institutions that are present for opportunities and are limited for accomplishment. Every organization understands that possessing a clearly stated and directed strategy is a requirement for achieving improved employee performance, but the role of strategy and performance is often not realized. If a leader

does not have what it takes to implement a strategy and the organization lacks the attribute necessary to implement the strategy, the strategy will not succeed.

Nyamira County government links its employee productivity to its agricultural sector because it accounts for over 50% of its internally generated revenue with the following details, the acreage under food crops is 58,394ha and the land for cash crops in the county is 48,543 ha. Farmers in the county possess an average farm size of 2.4 ha for cash crops and food crops per household. The list of cash crops in the county are itemized as tea and coffee for export, pyrethrum and bananas for internal use, the main food crops are sweet potatoes, beans, maize, cassava, vegetables, millet and sorghum. Some of these crops are sold for cash by farmers. Nyamira County also does possess high potential for horticultural production as it specialises in: bee keeping, beef cattle, sheep, poultry, dairy cattle, rabbits, pigs, and goats. Nyamira County has gained popularity on zero grazing; this is held to the fact that land size is diminishing and there is favourable weather conditions and ready market for milk (Agriculture Sector Development Support Programme, 2016).

Several studies have been carried out on employee productivity and its improvement. Kamau, (2014) concludes when there is change in the competitive environment for business, it result into efficient and effective use of resources in which it is important for firm to survive in the market. Munyoki, (2015) established that reward and recognition have tremendous benefits to the employees because they feel valued and this fosters employee commitment.

Chepkemoi, (2014) carried out a study on organizational culture and the relationship between strategy and performance of the top ten insurance companies in Kenya and concluded that building trust in corporate-strategy and performance relationships is an important factor for successful global sourcing of raw materials. No study has been done on strategies adopted by Nyamira County Government to improve productivity of employees.

The current study attempts to bridge the knowledge gap by asking the question. What are the strategies adopted by Nyamira county government to improve employee productivity?

1.3 Research Objective

To establish the strategies adopted by Nyamira County Government for employee productivity improvement.

1.4 Value of Study

The findings will assist the organization review its policies regarding adoption of strategies to improve employee performance. This will in turn increase employee's motivation to work hence reduce labor turnover as well as enhancing the organizations profit rate.

The findings of the study will enable government policy makers make use the findings in the formulation of enforcement that would facilitate reduction or elimination of labor turn over from the public sector and the country as a whole, this will translate to efficient employees and prevent labor turnover.

The study findings motivate further research in this area which could touch on specific objectives on how strategy adoption affects productivity by providing

conclusion and point out areas of further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter covers theoretical foundation of the study, employee productivity and strategies adopted to improve employee productivity

2.2 Theoretical Foundation of the Study

There is a vast array of relevant theories that support this study but for this study we shall use Expectancy Theory by Vroom, (1964) and Hierarchy of Needs Theory by Bennet, (1997).

2.2.1 Expectancy Theory

Expectancy theory had been proposed by Vroom (1964) of the Yale School of Management.

The theory holds a notion that individuals can adjust their behavior in organizations based on their anticipated level of satisfaction, the goals they have or seek to gain. They tend to modify their behavior in such a way to conform with the goal they seek to attain. The theory stresses the need for organizations to align rewards with performance in order to ensure that workers receive the rewards they deserve. The theory makes it clear that the more the expected reward the more the level of motivation expressed by workers: this in turn translate to increased productivity. The theory makes it clear that if an individual decides to act in a particular manner it is because they are motivated to act in such a way. Motivation is determined by the extent to which employees desire the outcomes. The cognitive process of how individuals process different levels of motivation is at the core of the theory. Expectancy theory looks at the mental processes when it comes to making choices, or choosing. It tells us of the process which individuals go through when making

choices.

2.2.2 Hierarchy of Needs Theory

Maslow's theory suggested that people get motivated by five levels of needs. His theory is significant because it surrounds all human needs and clusters them into five all-inclusive categories- self-actualization, esteem, social, safety and physiological. The five categories are arranged in the order in which an individual will seek to satisfy them. As each level of need is satisfied the individual moves on to the next finally achieving self-actualization. Maslow's theory has been criticized for its rigidity in claiming that individuals will only seek to attain higher needs when they have met their lower needs. According to Bennet, (1997), many people are still aware of their higher needs when their fundamental physiological needs have not been fully met. Many poor people will still yearn for status symbols although they are unable to meet up with their immediate requirements. According to Spangenberg, (1994) research renders little empirical support for this theory. Luthans, (1992) contended however, that neither the number of the levels nor the hierarchical concept is important. What is important is that people in the work place are driven by different motives. This can be used by organizations to achieve increased employee productivity.

2.3 Measures of Employee Productivity

Productivity is the measure of weight, quantity size, volume of work, quality excellence and numbers in which performance is utilized. Productivity can be a measure for individuals or a group of workers (Schermerhon, 1993). Employee records contain employee characters and characteristics used to describe individuals (Robins, 1993). Productivity is defined as the output per unit of time this is so when

output may be expressed in terms of money, services and measurable standards. Other factors that determine employee's productivity in most cases are the working environment, the skills needed at work and motivation (Griffin, 1990). Worker performance could be described as motivation that is mostly expressed as performance equaling ability multiplied by motivation. No motivation equals no performance if we must increase worker's performance we must focus mainly on ability, motivation or both (Marc, 2004). Since there is no worldwide definition of productivity so is its measurement. There is no formula in which one can measure its rise and fall although there are variables that can be used to determine the effectiveness and efficiency.. Management should look out for a relationship between worker input with these indicators; labor, cost, absenteeism, turnover and worker output with these indicators; number of services offered and number of products. It is very difficult to actually measure productivity due to variation in the following: creative hourly output, waste, turnover, ideas and absenteeism. He further stated that it is also difficult when trying to define an element of measurement (Huizinga, 1970).

As reported by Porter and Steers, (1997) that ample research has shown that there is a relationship between attitude and productivity just as worker productivity are closely related to worker principal attitude and worker satisfaction. Looking at performance targeting, one will discover that it is related to performance appraisal only different in the sense that it uses much more promising approach to enhance productivity. Some the disadvantages of expectancy theory is that it serves as a base for many merit pay plans as it points out some of the possible challenges associated with performance appraisal. Studies suggests that in order to enhance productivity all hands must be on deck to ensure deliberate individual employee tick and develop motivation programs

to boost productivity. In the organization, strategy relevant to performance measures may focus on unit costs, productivity growth rate, production and shipping schedules, quality control etc. In marketing, measures include unit selling costs, unit volumes, sales penetration of each target customer group market share, and success of newly launched products, advertising effectiveness and new accounts acquired (Bachman, 1962). While most performance measures are quantitative, several have elements of subjectivity. Employee morale, customer satisfaction, advertising success and technological capability are such measures.

Pritchard, (1992) looks at productivity as a mixture of efficiency i.e. quality of resource use and efficiency i.e. achievement of goals. Organizations look for a way to improve productivity. One sure way to get this done is looking out for and maintaining high performing employees. It can also be done by rewarding high performers and punishing low performers. Krugman, (1977) believes that employee productivity is similar and shares concurrence with organizational performance and also translates to a good country's economy. He believes that for the standard of living to increase employee productivity must increase. One major determinant of successful and unsuccessful businesses today is their ability to manage human capital (Hitt et al.2001).

Resource based theory is able to view an organization, the difference in organizational performances is due to their difference in terms of resource and capacity. Employee satisfaction can also be a function of work climate environment and human resource management of the organization practices and policies Gelade & Ivory, (2003). Constant upgrading of human resource practices can improve perception of the work climate; as climate serves as a mediating variable in

influencing human resource and productivity. Human Resource Management practices provides avenues for positive environment within the organization, this translates to increased employee motivation and involvement, which in turn lead to organization effectiveness and increased productivity, this could even mean in financial terms (Ostroft& Bowen, 2000).

2.4 Strategies for Enhancing Employee Productivity

These are interventions adopted to improve the performance and productivity of employees. Mintzberg, (1987) came up with five descriptions of strategy which include positioning, plan, pattern, ploy, perspective and position, as a plan-planning is an activity of delight for managers as it comes naturally, the process includes adoption of an automatic approach and brainstorming. Mintzberg, (1998) pointed that getting the better of competitors, can be done by plotting to discourage and disrupt them, i.e. drive their attention away from key strategies that will be beneficial to them. Strategy as a pattern, plan and ploys are done deliberately, sometimes strategies are developed from past organizational behavior as an intentional choice and when a firm has a successful way of doing business they can make it a strategy. Strategy as position- this can be seen as what you intend to do and how you intend to act in the market place, positioning helps the firm to enjoy the benefits of a fit between the environment and the organization. Strategy as perspective- this is the way an organization looks at an event and the decision they make; the choices organizations makes about strategy are closely related to its culture which are patterns of behavior that can be translated to strategy.

They include employee development, motivation, rewards, conducive working environment, employee recognition, training opportunities and job security.

According to Armstrong (2006), a career is a profession, lifelong sequence of jobs, sequence of position occupied by an individual during the course of a lifetime. Career development refers to the process of building a career either within or between organizations. It is a process of making improvements in your field and learning new skills to help in your career, while career planning is the process by which organizations fit worker career hopes and aspiration with the opportunity available in the organization.

Employees should be rewarded in accordance with their value to the organization and these values must be out in place to realize its goals. Rewards can be in terms of financial payments i.e. incentives, commissions' wages, salaries, and bonus or indirectly through legally required programmes e.g. social security, worker's compensation and discretionary programmes such as medical cover and paid time off. A conducive working environment is an environment with a good atmosphere containing no detriments on employees in terms of physical/mental wellbeing and is suitable for the tasks required. A conducive working environment increases productivity in conjunction with job satisfaction, directly posing a positive effect on financial status of any organization. When creating a conducive work environment, we must understand factors that motivate employees. Employee recognition is acknowledging the efforts and contributions of an individual or team towards the realization of an organization's goal. For this to be effective it must be done regularly.

2.4.1 Motivation

Organizations today must place emphasis on the current trends such as; international competition, deregulation by government, volatile demographic changes, and a movement along service society. There has been a lot of competition by firms due to these trends, some companies have become very successful due to these trends while

others have vanished (Dessler, 2000). These have also led to a major focus on competitive organizational context and human resource management practices.

It is important for organizations to consider motivation when coming up with organization goals and objectives and to ensure there is team work in the organization or in a workplace consisting workers working independently.

It's important to link employees work goals with organizational mission and vision in order to create and maintain high levels of motivation which can in turn translate to high productivity, improved quality of work and financial gain for all departments. Human Resource Management has been given a front row when it comes to increased productivity (Selden, & Brewer, 2000), providing good customer service (Fox et al., 1999), delivering greater profitability and overall organizational survival.

2.4.2 Compensation

While pay and benefits alone may not be the total condition for a high satisfaction it can be considered as an important factor hence translates to productivity. This is true because employees want pay systems that they perceive as unambiguous and totally in line with their demands and expectations. Robbins (1988), Okumbe (2001) and Scheir (1988) stated that when a firm is determining compensation it must also put into consideration the prevailing market price of goods and services, this will ensure fairness and equity in compensation.

Okumbe, (2001) further asserts that organizations that are not conscious of market rates when setting compensation standards end up having a negative effect on

employee retention. Employees will consider compensation to be fair if it is based on a system; a lot of systems have also been put in place to ensure the fairness of compensation includes job descriptions, salary ranges/structures, and written procedures. When people are well compensated, they are able to meet up with their needs a such are able to focus on their work and do the jobs assigned (Lawler, (1971). Upward going rates will also increase employee's levels of productivity and efficiency.

2.4.3 Conducive Working Environment

A conducive working environment is one with a good atmosphere containing no detriments on employees in terms of physical/mental wellbeing and is suitable for the tasks required. With the aid of constantly improving technology transiting to increased work efficiency human resource is also taking steps to ensure that employee's wellbeing is considered making their jobs easier and favorable so that they can continue to contribute to the organization.

Wheelhouse, (1989) argue that the working environment can be the factor behind low productivity. Employees should work in an environment that is well equipped with heating, ventilation and space. Cheng, (1995) good working environment refers to support given to workers by their superiors, good work place coworker relationships and also respect from superiors. When the work environment is good employees will find coming to work pleasurable and they will be all out to put in their best. This can also translate to increased loyalty (Banks, 1997). She also states that organizational culture and creating a friendly environment for employees will also boost strong motivation.

2.4.4 Employee Recognition

Employee recognition can be in a form of saying thank you, acknowledging giving opportunity and showing respect. Many studies have proved this to be true.

Employees should be recognized when one makes a good contribution to the organization and there should be opportunity provided to them for growth to ensure employee satisfaction. Recognition is active when it is done regularly and therefore recognition activities be associated with the culture of the organization unit and department. Managers who have been successful always understand the importance of employee recognition and the effect it has on morale by translating to productivity Armstrong, (2004). There is a need for people to know how well they are doing, if they are meeting the standards and getting work done. Armstrong, (2004) stated that praise should be used judiciously; it must be given for cogent relative real achievements. When financial rewards are given after recognition it means the recognition was financially inclined. While most organizations focus typically on cutting costs, studies have shown a direct relationship between employee satisfaction and organizational financial performance, this in turn help organizations to build profits most effectively. (Knouse, 1995)

2.4.5 Skill-enhancing Opportunities

On training opportunities, an employee will never look at an opportunity to improve his or her skill as negative, they don't mind putting in extra hours of their time to get this done. They have a notion the training courses are designed to improve their work and personal life.

Training is important; it is advised that head of organizations should get experts in order to ensure growth and development of the company.

Many Businesses have spent and will continue to spend more and more money on training of their work force, this is because, the world's demand for training has also increased as more and more firms are of the notion that people are the main source of sustained competitive advantage (Pfeffer, 1994) while profits can still be achieved by organizational activities. Training is viewed as a platform for providing fairness among employees before giving them the opportunity to gain the knowledge and skills necessary for effectively performing their job in the organization.

Johnson, (1994) stated that most businesses believe that productivity and profitability is a function of full utilization of the workforce. Training can help organizations to remove artificial barriers to individual development. Worker force diversity can be a useful tool rather than detrimental.

2.4.6 Job Security

Job security is the probability and an amount of certainty that an individual will retain his/her job with a very slim chance of becoming unemployed. Due to the prevalence of job cuts nowadays, job security has become a key factor that is of increasing importance to employees. The common reassurance for this job cuts includes technological advancement, internationalization and off shoring of capital, constant demographic changes and government policies (Smith, 1999). Job insecurity could affect and can be detrimental to the relationship between employees and employers (Propst, 2002). When employees are not provided with the required level of job security they tend to come up with negative work attitudes.

Emberland and Rundmo, (2009) concluded in their study that there is a positive

relationship between job security and negative work behaviors, when a person perceives that his/her job is not secure for the future they reduce their efforts on the job as the thought of leaving the organization always exist. When employees believe that they won't lose their jobs or will continue to work for the same organization for a long time, this is reason enough to get them motivated. Therefore it is important to state that job security is an important variable to employee satisfaction which is the indication or general attitude of the employee towards the job (Packan and Buyukbese, 2004).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section gives a discourse of the blueprint of the study methodology that will be utilized as a part of the research. It centers on the design of the study, techniques for the data analysis and arrives at a conclusion with the collection and data presentation strategies that will be utilized as a part of this study..

3.2 Research Design

According to Bryman, (2013) research design is an arrangement of conditions and analysis of data in a manner that it will bring relevance in the research. The method of research that most captures the objectives of this study is descriptive cross sectional research design because of the need to connect ideas to understand cause and effect between the variables. According to Kothari (2014), a good research design should have maximum information that provides opportunity for consideration of different aspects of problem. The research nature and context determine which research design will be appropriate for the study.

3.3 Data Collection

Interview guide was used to collect the primary information.. The respondents were the heads of departments and senior staff of Nyamira County Government which has ten departments namely health, public administration, finance and planning, education and information communications technology, gender and sports, tourism, physical planning, agriculture, natural resources, public works, lands housing and livestock.

3.4 Data Analysis

The data was collected and analyzed through content analysis. Content analysis looks at the intensity of themes used and also it effectively describes contents of written and

spoken materials (Kombo and Tromp, 2006). Content analysis is used to capture the in-depth opinions of the respondents. The results are presented qualitatively through thematic content analysis.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter outlines respondents profile and explains how data that was collected from respondents, critically analyzed based on facts that respondents raised with regard to strategies adopted by Nyamira County Government to improve productivity of employees. The data was qualitatively analyzed and measured. Discussions were based on the facts that were presented by the respondents.

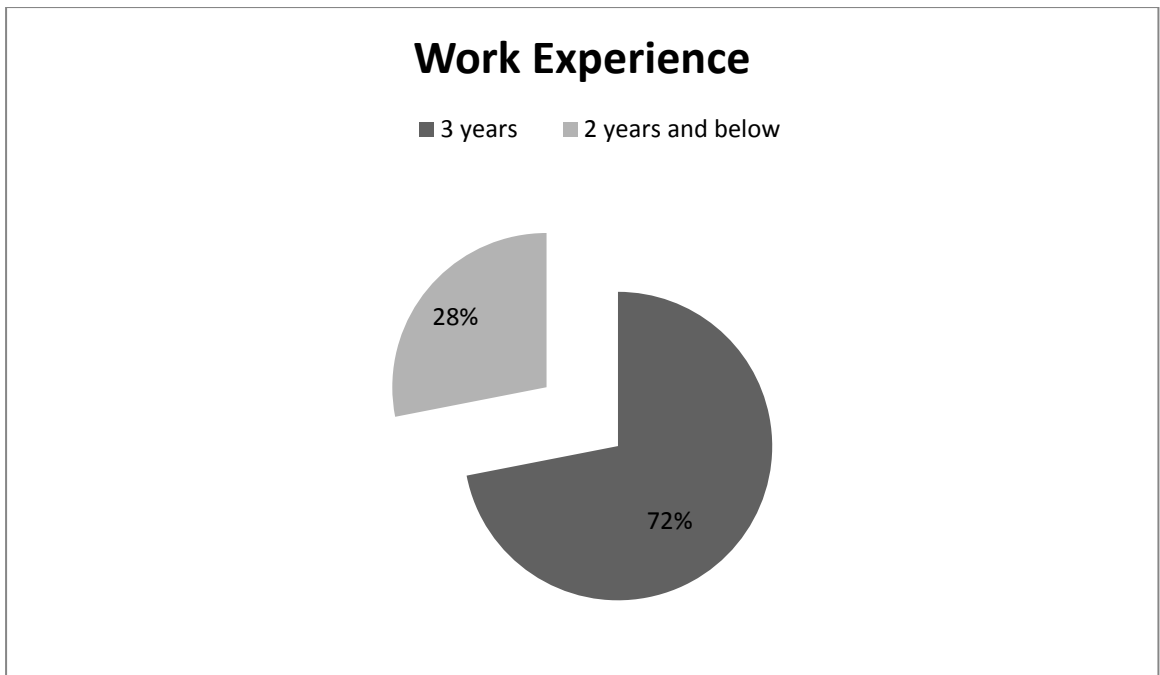
4.1 Response Rate

There were 40 respondents, but actual response rate was thirty-two. This gave a response rate of 80 %, of the sample.

4.2 Demographic Characteristics of the Respondents

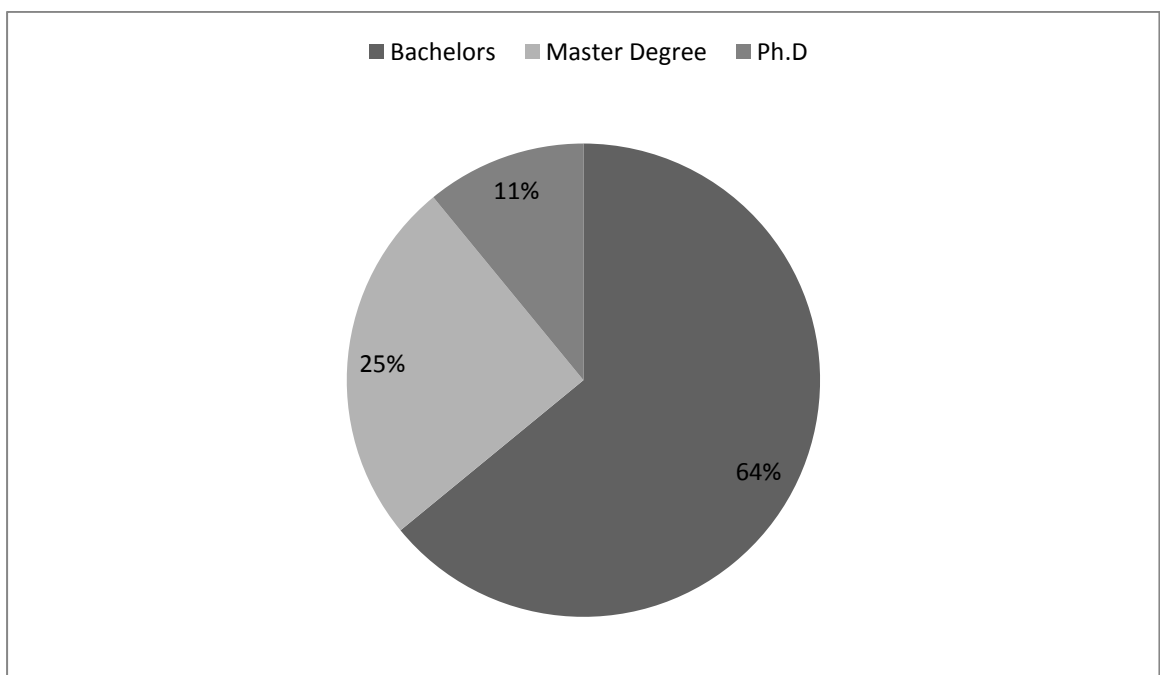
Nyamira County was formed in 2013. The research findings show that a majority of the employees have been with the county for three years.

Figure 4.2.1: Distribution of the respondents by length of service



The interview also aimed at establishing the highest education level of the respondents. It was established that majority of the respondents were university degree holders and most of them had enrolled for master degrees, while others are pursuing PhD degrees

Figure 4.2.2: Distribution of respondents by Educational Qualifications



4.3 Strategies Adopted by Nyamira County to Enhance Employee Productivity

This section focused on strategies adopted by Nyamira County in order to improve its employees' productivity. The strategies included: motivation, compensation, conducive work environment, training opportunities and job security.

The respondents were of the opinion that productivity is the total output of a firm. They also suggested that productivity has an effect on business turnover and volume of sale and profitability. The respondents also stated that productivity is effectively linked to business excellence and were of the view that strategy influenced and improved employee productivity. However, they felt that strategy in itself does not automatically translate to productivity, but that a well drafted and implemented strategy translates to employee productivity which in turn provides the organisation with business turnover, volume of sale and profitability.

4.3.1 Employees Motivation (Incentives)

There should be employee motivation strategy in the work place by providing range of incentives that fit different personalities since an individual can be motivated by money while another individual can be motivated by job satisfaction or an opportunity given to employees to be creative at the work place.

The respondents were interviewed to find out how Nyamira County motivates its employees. They indicated that the county's motivation strategy ranges from financial to non-financial incentives. When employees come to work they are motivated differently making them to do a good job hence employer should be able to give them the best at the work place. One of the motivation factors is money which can be in different forms such as bonuses or increase in salary. This can be one of the best

rewards when it is once offered making cash bonuses to be quickly forgotten or if employees are recognized for their good work by the employer.

Firms should encourage frequent feedback from the employees to make the work environment to be enjoyable among the team members making them to make a difference at the work place offering excellent services. Employees when they are motivated there is morale to deliver more than expected.

Employer should be able to praise their staff for attaining their set goals so that to make employees to have enjoyable environment. Employees can be appreciated from positive feedback to being given small rewards. When organizations come up with policy recognition for employees and rewards it assist employees to be able to achieve companies goals. This makes the staff to be able to understand that their work is of value to the organization making the management to be confident on them.

. In conclusion, the respondents agreed that the motivation strategy adopted by Nyamira county government has over the years translated to increase in employee productivity.

4.3.2 Employee compensation

The Human Resources Manager at Nyamira County Government showed a growing concern about the retention of top talent. Therefore, begs the question; Is the compensation structure properly aligned with the financial and non-financial elements of the business strategy? The heads of departments were of the notion that Nyamira County Government's compensation structure will probably come down to company culture: what is expected what has been done before and what has worked. For employees to be recognized there should be monetary and incentives programs that fit within the right culture of the organization. When there is direct rewards to certain level of success in the organization it can result into lack of teamwork hence

cohesiveness among employees mostly if the other employees feel they are missing out.

Apart from direct cash bonuses the organization can offer overall profit-sharing among employees as way of rewarding and retaining employees. The advantage of offering profit sharing is that financial benefits can be measured depending on the objective of the organization. Financial incentive and rewards is a good motivator among employees in the organization when it is combined with support and recognition from the employer. As a thought, rewarding customer service or creating an Employee of the month may not seem as motivating as direct rewards, but it is worth noting that cash incentives are not always readily accepted either. Very often, employees begin to compare and look around to see if their rewards are as good as those being offered by compensation e.g. Investment banking. It may be that if your incentive lacks something in comparison to others it becomes a disincentive.

The respondents clearly indicated that Nyamira county government has an effective compensation structure that effectively rewards the efforts of employees in the county. Nyamira County is progressive based on the employee's level in the organization. They pointed out that a promotion to a higher level comes with an increase in pay; they also stated that Nyamira County should increase non-financial compensation such as awards and recognition of effort, flexible working time, extra leave, club memberships, special events or away days. Indeed such tend to encourage changes in behaviour and attitude rather than directly drive improvement in performance. Finally, the respondents stated that an effective and well-structured compensation system will eventually translate to improved employees' productivity.

4.3.3 Environmental Factors

A number of respondents were interviewed on the environmental factors put in place

to improve employee performance. They stated that Nyamira county government has put in place state of the art offices with good furniture, suited and adapted to employee's needs; hence translating into improved employee productivity.

When employees are happy with the organization it results into better working conditions. It is important to understand how to keep the employee happy? One of the reasons why candidates choose the type of organizations to work with is due to an environment that is friendly for their career. Employees are also influenced by high remuneration and better benefits.

Most people spend thirty percent of their lives working therefore the working environment has direct influence on productivity. It is believed that no human being live in a cramped and dark environment therefore no employee wants to work in such a condition. When an organization is genuine with its employees it is able to create a working environment that is comfortable to staff. For instance when there is harsh lighting it can reduce the employee productivity since they will be straining their eyes and the office temperature that is too cold or warm can discomfort staff.

When an organization invest in good office furniture to their employees it is a good investment since most employees spend most of their time in office seated therefore it is important to make sure they are seated comfortable. When there is poor sitting posture it can result into health related issues for instance backaches. Therefore it is important to have sanitary working environment by installing air fresher and also having carpet shampooing. When there is poor sanitary environment there will be spread of germs easily. Healthier environment will result into less sick employees and better productivity that ensure high morale is kept among employees and organization efficient.

4.3.4 Employee Training Opportunities

Some employees at Nyamira County Government had certain weakness in their workplace skills. It is important to have training programs that allow them to strengthen their skills. The respondents of the study were interviewed to indicate training opportunities available for employees in the county, they indicated that there are training opportunities available at Nyamira country government institutions, they also pointed out that more training opportunities should be made available for them because training equips employees with the skills, abilities and knowledge needed to effectively do their jobs and in turn translates to overall improved productivity.

Training has had a positive impact as over the past two years it has increased employee motivation and morale at Nyamira County Government. It has also led to reduced employee turnover. Training can be initiated among employees or group of employees for a variety of reasons such as there is need to perform employee performance appraisal by benchmarking the status of improvement of the employee.

It is important to have professional development program, to assist employees to plan for the change in role in the organization, to come up with pilot operation for new performance system and to be able to train definite topic. Some of the usual topics include computer skills, diversity, ethics, quality initiatives, customer service and safety.

4.3.5 Employee Job Security

Job security is an important commodity in the global economy that ensures there is no cheap labour therefore there is no need to remove job security. When employees stay in an organization for long time they are able to achieve long term career for themselves and have better position financially hence gaining marketable skills that

will be relevant to the future employers. Therefore the above factors provide adequate information for having job security in most of the organizations.

The respondents agreed that their jobs are secure. They stated that they have been with the county government for a couple of years ranging from 2 to 3 years; they also agreed that there is a high likelihood of continuing to work with the county for a couple more years, the respondents pointed out that job security is one of the strategies adopted by Nyamira county government to improve productivity, they stated that if employees are sure that their jobs are safe they tend to put in more effort.

When an employee has job security it brings about financial and career stability. When an employee is able to address short term issues for instance finding of new job and being worried about his debts and bills ,it is easier to plan for the future by building his chosen career and saving for the retirement. Employees who are not worried about their job are likely to perform better and have commitment towards the organization. It is important for an organization to have job security that works best as motivator for employees hence be able to connect between job retention and performance. Motivate employees companies should ensure there is stock options and retention bonuses that should be allocated in the budget. The best way to retain employees is to ensure they are an asset to the organization is by expanding their field expertise on various projects. It is important that employees stay current with emerging industry skills and trends.

4.4 Discussion of the Findings

The study established that productivity is the total output of a firm, and that productivity has an effect on business turnover, volume of sale and profitability. This

is similar to the study done by Sumanth, (1990) who found that productivity is a combination of inputs and outputs; he also states that the standard of living of any country is closely related to its level of productivity; and that productivity is the total output divided by the input.

The study established that motivation strategy adopted by Nyamira county government has over the years translated to an increase in employee productivity. These findings support the position taken by Hunger and Wheelen, (2005) who argue that the main reason for adopting strategy in a firm is to gain competitive advantage. This comes from a drop in cost incurred below that of rivals. When strategy is well implemented there will be sustained competitive advantage.

The study established that an effective and a well-structured compensation system will eventually translate to improved employees' productivity. This finding is concurrent with a finding from a study by Dunlop (1993) that wages and compensation are a major determinant of the standard and volume of services that employee produce. This impacts the cost of the organization.

This study established a positive relationship between the organizational environment and employee's productivity. This supports a study by Mannud (1999), who emphasized that organisational design is a vital feature that enables individuals to achieve personal needs and objective. Organisational structures will determine organisational goals for its workforce, it will also provide a frame work by which individuals and groups can collectively achieve goals.

The study established that training equip employees with the skills abilities and knowledge needed to effectively do their jobs and in turn translates to overall improved productivity. This supports Oatey (1970) who stated that training goes a long way to improve an employee's skills. He pointed out that training helps

employees develop mentally and intellectually, and thus increase the level of productivity in an organization.

Finally, the current study points out that the jobs of employees in Nyamira county are secure, and some employees have been with the county government for a couple of years ranging from 2 and below to 3 years. This is supported by James, (2012) who stated that job security has an effect on overall performance; he pointed out that worker with lower job security may lose faith in the organisation and a such affects their productivity, he also affirmed that employee with higher job security tend to have more faith in the job hence they perform better thus translate to increased organisational performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the research findings, draws conclusions and makes recommendations.

5.2 Summary of the Findings

The study sought to establish the strategies adopted by Nyamira County Government to improve employee productivity. The study sort to understand the term productivity from the point view of employees of Nyamira County and the finding that productivity is the total output of a firm, and that productivity also has an effect on business turnover, volume of sale and profitability.

The study also sort to understand how strategy influenced and improved employee productivity in the county. The findings pointed out that strategy influences and improves employee productivity. The study also showed that strategy in itself does not automatically translate to productivity but a well drafted and implemented strategy translates to employee productivity which in turn provides the organisation with business turnover, volume of sale and profitability.

The findings also sought to see how employees are motivated in Nyamira County government. The research findings confirmed that Nyamira County's motivation strategy ranges from financial to non-financial, which has over the years translated into improved employee productivity. The study points out that Nyamira county government has an effective compensation structure that effectively rewards the efforts and work of employees in the organisation. The compensation structure at Nyamira County is progressive based on the employee's rank a promotion to a higher level comes with an increase in pay. Nyamira county also uses non-financial compensation such as awards and recognition of effort.

5.3 Conclusion

The objective of this study was to establish the strategies adopted by Nyamira County Government for employee productivity improvement. The study concludes that strategies adopted by Nyamira County to improve employee productivity include motivation, compensation, conducive work environment and job security.

The study further concludes that there's a positive relationship between organization performance and employee productivity; an increase in employee productivity translates to increased organizational performance.

The study also concludes that training and development of employees is a key strategy that could be adopted to improve employee productivity and a such translating to organizational performance.

The study lastly concludes that strategy alone cannot improve employee productivity.

5.4 Recommendations

The recommendations of the study include :

5.4.1: The study suggests that strategies should be well implemented and monitored and effective feedback should be communicated in order to achieve the aim for which strategy was drafted.

5.4.2: The study recommends that the county government of Nyamira maintains its compensation structure as it translates to improved employee productivity and increased organizational performance.

5.4.3: The study recommends that Nyamira county government maintains the job security they offer to its employees because it gives them a sense that they belong to the organization at such will give their best to the organization.

5.4.4: The study recommends that the county maintains the conducive working environment as it increases employees' comfort and boosts their productivity.

5.4.5: The study found out that quite a number of the respondents had inadequate knowledge on strategies adopted at Nyamira County for productivity. Therefore, this study recommends that employees should be well informed of strategies, as it is difficult to implement strategies without the knowledge of employees.

5.4.6: This study recommends that Nyamira county government should sustain the current effort put in training and development since employees are happy about it.

5.5 Limitations of the Study

Nyamira county is fairly new (2-3 years) therefore employees have not been there long enough for the effect of strategy to manifest itself well.

At the time, the county was still putting up systems in place and were very busy. The challenge was minimized by assuring the respondents that the interview was to take a maximum of five minutes.

Some respondents were reluctant to give information, they felt that their opinions might be used against them by management terms of their performance and security of their jobs. We had to reduce the effect of this notion by making respondents understand that there is absolute confidentiality for any information they provide.

Respondents were at first not willing to give the information due to negative perception of the study, this challenge was minimized by informing respondents that the study is of benefit to the academic world, other counties and business firms a such they were willing to participate.

5.6 Suggestions for further studies

The following suggestions are made from this study;

Future studies should attempt to explore the impact of strategy on the competitiveness among county governments in Kenya. Future studies should attempt to establish the reasons behind the effective strategy adoption and implementation that could lead to productivity. Future studies should look at challenges faced by government institutions when adopting and implementing strategies for employee productivity. Further studies should look at specific effects of strategic objectives at county levels.

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APPENDICES

APPENDIX I: DATA COLLECTION LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE.....

TO WHOM IT MAY CONCERN

The bearer of this letter LUCY KERUBO BWOMA

Registration No..... DG.1/70921/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



Patrick Nyabuto
PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

Demographic Data

i. When was Nyamira County formed?

ii. For how long have you been working in the Nyamira County?

iii. What is the highest level of education you have achieved?

**PERFORMANNCE ENHANCEMENT STRATEGIES ADOPTED BY
NYAMIRA COUNTY TO IMPROVE EMPLOYEE PRODUCTIVITY**

1) What do you understand by the term productivity?

2) How has adopted strategy influenced and improved employee productivity in your county?

3) How does your County motivate its employees?

5) How does your County compensate employees?

6) What are the environmental factors put in place to improve employee performance?

7) What are the Training Opportunities available for employees in your county?

8) Do employees enjoy Job Security in your county?