

**FACTORS THAT INFLUENCE EMPLOYEE PERFORMANCE IN KENYA  
WILDLIFE SERVICE**

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A Management Research Project Submitted in Partial Fulfillment of the Requirement of  
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## **ABSTRACT**

Understanding the factors that influence employee performance is vital because the organization will reinforce those factors to improve performance. State Corporations and Private Companies play a key role in the Kenyan economy; however adequate attention has not been focused on understanding the factors that influence employee performance.

The main objective of this research was to determine the factors that influence employee performance in Kenya Wildlife Service. A survey questionnaire was designed and utilized to collect data regarding several factors that affect employee performance. The data was collected and analyzed statistically to support or reject the propositions in the research.

The findings of the research indicated that seven factors predominantly influenced employee performance. The results provided support for the research proposal that a number of factors influence employee performance in Kenya Wildlife Service. From the study it was concluded that organizational factors such as the organizational structure, work environment, non-material incentives, and individual factors such as knowledge, skills, attitude and rewards influence employee performance.

This study examined factors that influence employee performance using a descriptive case study of Kenya wildlife service. To this end therefore the same study should be carried out in other organizations to determine if the same results would be obtained. The study used a sample size of 316 respondents and thus the study suggests that for other studies determining factors that influence employee performance, a larger sample size should be used to obtain more accurate conclusions on this subject.

**DECLARATION**

I hereby declare that this project is my own work and effort and that it has not been submitted anywhere for any award

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**JAMES MOGAKA**

**SOKORO D61/P/7465/2002**

This research project has been submitted for examination with my approval as the Candidate University Supervisor.

**Supervisor                      Signed**

**Date...    A   ^   .   ^**

**Mr. George Omondi**

## **DEDICATION**

I dedicate this study to my dear family members for all the support they gave all the time as I prepared and worked on this project.

## **ACKNOWLEDGEMENT**

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's degree. With these acknowledgments, it would be impossible not to remember those who in one way or another, directly or indirectly, have played a role in the realization of this research project. Let me, therefore, thank them all equally.

First, I am indebted to the all-powerful GOD for all the blessings he showered on me and for being with me throughout the study. I am deeply obliged to my supervisor for his exemplary guidance and support without whose help; this project would not have been a success. Finally, yet importantly, I take this opportunity to express my deep gratitude to my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during this project.

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# CHAPTER ONE

## 1.1 Background of the study

The environment in which most organizations operate is dynamic and competitive. Organizations gradually evolve and develop with the support of their employees. Managers and supervisors are charged with the responsibility of managing the performance of their employees. Many organizations have developed three critical stages for managing employee performance: setting expectations; maintaining dialogue between supervisor and employee; and measuring actual performance relative to the expectations (Ndungu, 2009). Managing individual and group efforts in organizations has become increasingly important and complex. There is therefore a need to critically review the way employees are managed.

### 1.1.1 Employee Performance

Effective performance management is designed to enhance performance, identify performance requirements, provide feedback relevant to those requirements and assist with career development (Ainsworth, Smith & Millership, 2008). The idea is that performance management is best served by developing a system that is interactive and capable of resolving performance related issues. Organizations make investments in their human capital to improve performance and target higher niches in the market through delivery of high quality services (Appelbaum, Bailey & Berg, 2000). Employee performance affects the overall performance of an organization and its bottom-line (Purcell & Hutchison 2007). Employee performance refers to behaviors that

are relevant to organizational goals which are under the control of individual employees (Campbell, McCloy, Oppler & Sager, 1993). Bussin (2002) has stated that employee performance is a standard to be achieved in all of life's activities. According to Fletcher (1993) to perform is to produce results much better than expected both in individuals and in organizations. Employee performance is influenced by motivation. Armstrong (2009) points out that motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways.

According to Landy and Conte (2007) the extent to which an individual worker has control over certain measures of performance is often overlooked when considering employee performance. Chandrasekar (2011) suggests that the actual design and work flow process can substantially affect an individual worker's potential work output. Buchner (2007) points to control theory as a basis for critically assessing performance feedback provided through performance management. Stearns and Aldag (1987) define feedback as information that is received about activities in the organization. The information about activities is fed back to key decision makers who then use it to correct situations in the organization. On-going feedback and support is considered an absolute necessity though the extent to which it takes place is questionable (Cocns & Jenkins, 2000). The annual appraisal remains the dominant mechanism whereby objectives are set and feedback is provided (Armstrong, 2009). In situations where performance is less than expected a reappraisal will allow employees to see how their performance is reviewed and what is required to engender improved performance (Williams, 2002).

### **1.1.2 Factors That Influence Employee Performance**

According to Van and Merholdt (2004) the factors influencing employee performance do so in combinations. This is to suggest that no single factor can account for the actions of an employee in the work place. Campbell (1990) defines performance as behavior; people's actions which have an impact on the organization's goals. There are three categories of behavior relevant to organizational performance (Wright, Gardner & Moynihan, 2003). First is the in-role behavior or what one is hired to do and it is largely based on job requirements and commonly accepted norms. Second is the extra-role behavior consists of behavior going outside the requirement of the job (for example helping others, redesigning processes to be more efficient). Organ (1988) calls this the citizen behavior and MacDuffie (1995) has dubbed it discretionary behavior. The final one is the counter-productive behavior usually consists of in-role and extra-role activities that are aimed at harming the organization's performance (for example theft of materials, sabotage and strikes).

Beck (2000) has pointed out that no single behaviour can be considered in isolation from other behaviours. He further argues that people choose to engage in particular behaviour at different times. Osland et al (2007) has stated that no single theory can adequately explain human motivation since it is always the result of a complex set of factors. Wright et al (2003) has pointed out that attitudes of core workers can have considerable influence because they include behaviour that have affective and cognitive components and they leverage employee participation and role behaviour in work environments. Armstrong (2009) has stated that an enabling, inspirational and supportive work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out.

### **1.1.3 Kenya Wildlife Service**

Kenya Wildlife Service is a corporate body created by an act of parliament; The Wildlife Conservation and Management Act Cap.376 and The Wildlife Conservation and Management (Amendment) Act No. 16 of 1989. By 1987 the Government of Kenya was greatly concerned over the future of the tourism industry and the rich natural heritage which for so long had been taken for granted, and mismanaged by the Wildlife Conservation and Management Department (WCMD). The amendment of the Wildlife Conservation and Management Act in 1989 was to enable the new organization address the problems facing its predecessor as a department within the then Ministry Tourism and Wildlife. One of the biggest challenges facing the Wildlife Body was increased poaching of the rare and endangered species of wildlife such as the elephants and the Rhinos. For example the population of elephants was reduced from 100,000 to about 40,000 and that of Black Rhinos from 20,000 to about 3,000 between the late seventy's and eighty's. Many more species of wildlife were facing extinction as a result of the poaching menace. The high rate of poaching had raised issues on employee performance leading to the restructuring of the organization.

Kenya Wildlife Service was transformed to a state corporation effective from 1990 with initial funding from multi-lateral donors including the World Bank. In order to restructure its operations the first downsizing of staff was carried out in 1991 and the second phase was done in 1997. The downsizing was meant to address a number of factors affecting employee performance. Some of the factors sighted by Cooper and Lybrand (1990) were: poor remuneration; lack of training program for wildlife managers; lack of tools and equipment; poor infrastructure and finally lack of political will for supporting conservation. The Kenya Wildlife Service strategic plan 2008-2012 (Osano & Associates, 2008) identified additional factors needed to address performance

issues: modernization of institutional capacity; strengthening of human capacity; multi-skilling and empowering staff; enabling technology and knowledge management; promoting and enriching the culture of urgency, teamwork and trust; aligning employee aspirations with corporate objectives; enhancing reward and performance management systems.

Despite several attempts by Kenya Wildlife Service to address employee performance issues through a number of initiatives no concrete study had been carried out to determine the factors that influence employee performance in Kenya Wildlife Service. The purpose of this study is to address this knowledge gap.

## **1.2 Research Problem**

Many organizations both public and private, in Kenya are grappling with the low employee performance and have experienced employees' turnover due the search for greener pastures and better work environment. The departure of knowledgeable and skilled workers has many costs including disruption of the work process, recruitment and training of new employees, and low-productivity of new employees during the training period (Aldag & Stearns, 1987). There is no exception to this for Kenya wildlife service employees.

On average training wildlife managers takes one year. Furthermore considering the complexity of wildlife management training which is technical in nature it is quite expensive. Replacing staff that leave the service each year is therefore very expensive. Kenya wildlife service being the lead institution in wildlife management is expected to set the right benchmarks for the wildlife sector in the country. More so, in keeping with the organization's vision-"to be a world class leader in wildlife management" (Kenya Wildlife Service Strategic Plan 2008-2012), retention of highly motivated and competent employees for the delivery of a world class service in the wildlife

sector is key to the delivery of service. However, this dream has not been fully realized due to frequent realization of low performance from employees from nearly all the major sections and units of the organization. This in itself has presented challenges to the service and hence the need to identify factors that influence employee performance.

Several management theorists and experts have pointed that various factors determine employee performance in the work place (Ellickson 2002, Timmer 2004). It is further argued that organizational effectiveness cannot be realized unless the factors that interact between the employees and employers are understood and leveraged (Ainsworth et al 2008).

Records maintained at the Kenya wildlife service shows that a total (650) employees have left the service in the last five years which translates to an average of 125 employees per year. Although it is a fact that there is low employee performance in the service, no research has been carried out to determine the factors responsible for employee performance. Furthermore, the organization has not put in place effective mechanism to identify the reasons for low employee performance. It is for this reason that there exists a gap which this study seeks to fill.

### **1.3 Research Objective**

To determine the factors that influence employee performance in Kenya Wildlife Service.

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

Management may use the results of the study to support employee performance by reinforcing those factors that influence their performance. The study will also expose the areas within the performance management of Kenya Wildlife Service that need to be improved to ensure higher

Performance is maintained. **The** study shall give an opportunity to participating employees to suggest ways they can maintain or enhance their performance.

The study shall be useful to other State Owned Corporations who may benefit by replicating the study to determine factors which influence employee performance in their organizations in order to improve performance.

The study may be useful for benchmarking employee performance within the public service as well as the private sectors of the Kenyan economy.

The study shall benefit the general public and academia through understanding the factors that influence employee performance in the Kenya Wildlife Service. For the academia the study will advance knowledge on the area of employee performance in the public sector.

The study will further encourage more research to be carried out in performance management to advance knowledge. The study will give new insights on the performance management thought.

This will benefit organizations whether public or private to review their performance management systems to enable them attain their strategic goals.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Performance Management

Armstrong (2009) has defined performance management as a systematic process for improving organizational performance by developing the performance of the individuals and teams. Lockett (1992) views performance management as the development of individuals with competence and commitment, working towards the shared meaningful objectives within an organization which supports and encourages their achievements. Ndung'u (2009) has pointed out that performance management aligns individual and organizational objectives. Wright (2007) has pointed out that individuals are more committed to their performance objectives when they believe those objectives are achievable and will result in important outcomes for themselves or, the organization in which they work.

Armstrong (2009) state that performance management takes the form of a continuous self-reviewing cycle and that such a review involve employees and their organization. Theoretically it involves a shared process between managers, teams and individuals where goals are agreed and jointly reviewed. According to Sparrow and Hiltrop, (1994) performance management is an integrated system where management and employees work together in setting goals, assessing and reviewing how these are met in addition to rewarding good performance. The study seeks to understand the relationship between employee performance and the factors that affect it.

Buchner (2007) has identified three theories that underpin performance management. The first theory is the one developed by Locke and Latham (1979) which highlights four mechanisms that

connect goals to outcomes: attention to priorities, stimulation of effort, challenging people to apply knowledge and skills, and challenging goals themselves. The second one is the control theory developed by Walter (1973) which focuses on feedback as a means of shaping behavior. Feedback is recognized as an important aspect of the performance management process (Luthans, 2005). The third and final theory is the social cognitive theory developed by Bandura (1986) which suggests that what people believe they can or cannot do powerfully impacts on their performance.

## **2.2 Employee Performance Management**

The environment in which most organizations operate is dynamic and competitive. Organizations gradually evolve and develop with the support of their employees. Managers and supervisors are charged with the responsibility of managing the performance of their employees. Many organizations have developed three critical stages of managing performance management: setting expectations for employee performance; maintaining a dialogue between supervisor and employee to keep performance on track and measuring actual performance relative to performance expectations (Ndungu, 2009).

By using valid performance management systems and incentives, employees are able to connect between their behaviour and their personal outcomes (Wright et al 2003). The critical link here according to Purcell and Hutchison (2007) is how human resource practices influence employee attitudes and improve performance in ways which are beneficial to the organization. They further argue that research using survey of employees, or other methods, focusing on their perceptions of human resources practices should establish the correlation of their commitment to effective performance to the organization.

Organizations have to attract people, retain people, recognize and reward people, motivate people, serve and satisfy people (Van & Herholdt 2004). Robbins (2003) observes that a dissatisfied employee can still be a loyal employee where such an employee will be passively waiting for conditions to improve. Armstrong (2009) has stated that the overall objective of performance management is to develop the capacity of the people to meet and exceed the expectations and to achieve their full potential to the benefit of themselves and the organization. Buchner (2007) suggests that there has been a failure to utilize sufficient theory to support performance management. In a similar breath, Bevan and Thompson (1992) arc of the view that the major issue is the lack of integration of activities and that some activities are utilized while others are not. This line of thought is supported by Nankervis and Compton (2006) who have stated that a well-balanced application of employee performance management is one of the most crucial links between HRM functions and organizational competitiveness.

Ainsworth et al (2008) have pointed out that three elements must be conducive to doing the things required of an employee: the physical environment -tools and the workplace physical conditions; the human environment- group factors such as compatibility, team cohesiveness and leadership factors; the organization-clarity of structure, systems, communication of priorities and emphasis and the workplace culture. Landy and Conte (2007) point out that the extent to which an individual worker has control over certain measures of performance is often overlooked when considering employee work performance. They argue that the actual design and work flow process can substantially affect an individual work's potential work output.

McCoy et al (1994) have provided a concise and descriptive definition of some of the concepts that are relevant to employee performance. They describe performance as a form of behaviour. Naturally, in most jobs, the behaviour is thinking, planning, problem solving and the like. These behaviours cannot actually be observed, but only described with the help of the individual employee. This performance is what the organisation hires the employee to do and to do well - it is not the consequence or result of action; it is the action itself.

Campbell and Cudeck (1994)) have also stated that despite the fact that a substantial amount of research time has been spent on considering the employee attributes that 'cause' or are closely related to performance, only a relatively small amount of time has been invested in considering the actual performance at the individual employee level. Armstrong and Baron (2005), contend that performance management is about encouraging productive discretionary behaviour, and has as its goal to achieve human capital advantage. They continue to support the belief that people are the most important source of competitive advantage, and recognise that, as opposed to other forms of competitive advantage resulting from improving factors such as design or process, the people factor is very difficult to reproduce or replicate, making it so valuable to organisations.

Employee performance measurement has greatly been developed in the performance management literature (VanDyk&Herholdt 2004, Robbins 2003, Mello 2006, and Koestenbaum 2002). However it is Mellow (2006) and Robbins (2003), who developed this concept further.

Mello (2006) identifies three fields of performance that need to be evaluated during performance management, namely traits-based measures, behaviour-based measures as well as outcomes and results-based measures. He explains that traits-based measures focus on general abilities and characteristics of the employee.

The most cited cross-cultural work on employee attitudes is that of Hofstede (1980, 1985). Behaviour-based performance measurement does however shed some light on the employee's organisational or cultural fit. Koestenbaum (2002) points out that such cultural fit implies loyalty and commitment to the organisation. Mello (2006) defines behaviour-based performance measures as those measuring what an employee does by observing and analysing specific behaviours of the employee. He explains by stating examples such as the employee's ability to get along with others, punctuality, willingness to take initiative, as well as the ability to stick to deadlines.

The third measure deals with outcomes or results produced by the employee, and these, according to Mello (2006) are the measures that focus on specific accomplishments or direct outcomes of an employee's work. Mello (2006), however, is clear to point out some limitations to outcomes or results-based performance measures: not all job responsibilities or functions allow for easily measured results or outcomes, especially when considering functions that involve dealing with the future. Finally, Mello points out that results driven performance management fails to address critical areas of performance for modern organisations such as teamwork, initiative or openness to change.

### **2.3 Factors That Influence Employee Performance**

It has long been established that no single factor could be seen as singularly influencing employee performance substantially to an extent that it can be seen as holding a secret key to performance enhancement. A study by Van and Herholdt (2004) found that various factors were responsible for influencing employee performance in an organisation. These factors are basically what drive employees to efficiently and effectively work for the organization. These factors have

been grouped into two headings for a more detailed discussion: organizational factors and individual factors.

### **2.3.1 Organizational Factors**

A study by Pelz and Andrews (1966) found that organizational factors were consistently associated with employee performance. There are many organizational factors that can influence performance among employees in an organization. These factors may come from many sources of an organization. These include the organizations administrative policies and strategies such as downsizing, rotating work shifts, use of advanced technology, the structure and design of the organization, organizational processes and working conditions of an organization (Whitener et al 1998, Ismail, A.2010).

Van and Herholdt (2004) have identified the obvious factors that influence employee performance as being innovative remuneration structures, access to leading employee benefits and a comfortable work environment. The role leaders' play can never be underestimated as a relational reward (or punishment). Grant and Hagberg (1996) have identified the three pillars of leadership: namely being the inspiring evangelist for a vision; managing implementation; and building relationships with subordinates. They found that lousy leaders failed because of their egocentricity, lack of skill in developing talent, and creating an environment reminiscent of a battle ground, where an ethos of survival of the fittest pervades. Armstrong and Murlis (2002) have stated that the core values of an organization play a major role in creating a rewarding work environment. They further contend that people want to work for a high-reputation employer. Avalos (2007) points out that recognition is emerging in this changing universe as a critical linchpin in the rewards platform. She believes that employees work for

much more than a pay cheque. They want to be recognized for their efforts. Lawler III (2000) believes that learning is an intrinsically satisfying and rewarding experience. Armstrong and Murlis (2004) state that career advancement opportunity is clearly linked to the learning and development part of the talent management process.

### **2.3.1.1 Organization Structure**

Miller (1989) points out that the importance of an organization structure is often overlooked. Senge (1994) argues that the most important aspect of a manager's role is the design of an organizational structure yet this is a neglected responsibility. Mullins (1993) describes an organizational structure as a pattern of relationships between roles in an organization and its different parts. He argues that the purpose of an organization structure is to allocate work and responsibilities in order to direct activities and achieve the organizational goals. According to Handy (1993) organizations need a hierarchical command structure if they are to work.

According to Stearns and Aldag (1987) organization structures provides the basic building blocks for the overall design of an organization. They continue to argue that managers craft various designs to elect an organizational design that they believe will enhance the accomplishment of goals. According to them there are four basic organizational designs which affect employee performance: functional; divisional; hybrid and matrix. A functional design groups employees according to similar tasks, skills and activities. A divisional design groups together into autonomous units all activities needed to produce a good or service. A hybrid design combines both functional and divisional characteristics. A matrix design implements functional and divisional designs simultaneously and creates a dual authority for employees in the organization.(Dressier 2004) conclude that organizations and their leaders need to understand

the nature of organization structure, the design principles and the role they play in organizational performance, enhancing sustainability and satisfying the human dimension.

### **2.3.1.2 Work Environment**

Environment is defined as all elements residing outside of the organization's boundary that have the potential of affecting some or all the activities occurring in the organization. Elements that have an impact on the organizational activities are referred to as environmental factors (Stearns & Aldag, 1987). Vischer (2007) has stated that the term work environment incorporates psychosocial dimensions such as employee-employer relations, motivation and advancement, job demands and social support. Workplace design may promote organizational success by creating environments that support work quantity, quality, and style, while improving turnover and absentee rates (Becker, 1981). According to Moos (1981), work environment preferences can be measured using three dimensions of work environment settings: system maintenance, goal orientation, and relationship dimensions. These work environment preferences have been shown to affect individuals' personal functioning at work (Billings and Moos, 1982).

A survey of the work environment by the University of Bristol (2007) showed that 92% of staff was satisfied that they were working in a safe environment while 78% of respondents believed they had a pleasant working environment. The Gensler 2008 (U.S.) survey results suggest that companies providing workplaces that are more effective for knowledge work are seeing higher levels of employee engagement, brand equity, and profit. Researchers in environmental psychology have developed information on ways of measuring how the physical environment meets people's needs (Preiser, 1983; Zcisel, 2005).



### **2.3.1.3 Incentives**

Hartman et al (1994) state that incentives are one technique by which employers carry out their end of the employment contract-that is, compensating employees for their efforts. In its most generic form, the incentive payment is any compensation that is designed to recognize some specific accomplishment on the employee's part. Murray (2008) has argued that the relationships between incentives and employee behavior are complex and multifaceted and there is no one easy way to construct an incentive structure that will deliver high quality services.

A study by Balassanian (2006) provides insights into the role that incentives can play in mobilizing capacity and performance. He argues that while pay has been and will remain an important driver of performance, experience demonstrates how important other motivators have been at both the organizational and individual level. The study identifies the case of Rwanda Revenue Authority which was established in 1997 as a semi-autonomous agency to administer the collection of taxes and excise duties on behalf of the government. In just 6 years, the organization was transformed from a defunct government department into a performing and respected organization. Revenue was increased from 9 to 13 % of GDP while the costs of collection had also decreased.

### **2.3.2 Individual Factors**

Van and Herholdt (2004) point out individual factors such as the nurturing of an employee's own diversity, and the provision of support to overcome the stress of work and daily life, for example executive coaching: to have an influence in work performance. Armstrong (2008) has pointed out that employees in career jobs are interested in compensation issues, he further contends that

flexible working options influence workers decisions. Armstrong & Baron (1998) have identified skills associated with a competent worker which may include: relationships, communication, knowledge, judgment, teamwork, attitude, effectiveness, initiative, prioritized decision making and accuracy in achieving work objectives on time. Bandaranayake (2000) has identified other factors that have an impact on performance which may include: financial, material, political demands, policy issues and interpersonal relationships. Things that the individual fears or has an aversion to are generally perceived as negative forces that repel the individual away from a particular situation (Ainsworth et al 2008). For example employee initiative; teamwork; innovative solutions; decisive action; persistent work; vision; attention to detail and quality; foresight; loyalty; quiet effectiveness and instinctive leadership affect employee performance (Stearns & Aidag, 1987).

Landy and Conte (2007) state that an individual's confidence in their own ability, as well as the likelihood that the individual will be able to successfully complete a difficult task, is referred to as self-efficacy. Chen et al (2001) have presented evidence that self-efficacy is also a factor to consider on simple rather than complex tasks. While comparing self-esteem and self-efficacy, Chen et al (2004) discovered that beliefs surrounding self-efficacy played a much larger role in the consideration of motivation and behavior. They found self-esteem to be more closely related to emotions. Bandura (1991) state that individuals are constantly monitoring their behavior and accomplishments, and they are continuously considering whether their behavior is enabling them to successfully achieve other more difficult goals, or whether, to the contrary, it might be pushing them away from such achievement.

### **2.3.2.1 Knowledge**

The management of knowledge requires both the development and deployment of a firm's stock of knowledge (Collins & Smith, 2006). Collins and Smith continue to explain that the stock of knowledge has two components: explicit and tacit knowledge. Explicit knowledge is knowledge that can be readily observed and thus, codified, shared, and controlled by the organization. Tacit knowledge, on the other hand, is derived from experience and is largely unobservable except as the result of its application by individuals or groups. Hence it is controlled, consciously or unconsciously, by individuals or groups who alone decide to use it or not (Spender 1996). Optimizing organizational capabilities, consequently, depends on a firm's ability to optimally build and tap its stock of knowledge.

Grant (2002) holds the view that knowledge is the overwhelming important productive resource; indeed the value of people and machines lies primarily in the fact that they embody knowledge. Boxall and Purcell (2003) make the case that the management of IIR is largely one of creating and exploiting knowledge in ways that organizations are able to learn and adapt more quickly than competitors. Building on RB perspective which treats knowledge as a resource and earlier analyses of the role of knowledge and learning in organizations (Nelson & Winter, 1982). Nonaka and Takeuchi (1995), argue that it is the knowledge-based view of competitive advantage that emphasizes the inextricably intertwined nature of HR and technological capabilities. Indeed, a growing number of authors view the successful management of knowledge as the critical underlying factor of operational performance. Spender (1996), for example, concludes that knowledge has become the most important strategic factor of production, so managers must now focus on its production, acquisition, movement, retention and application.

### 2.3.2.2 Skills

Lengnick-Hall & Lengnick-Hall (1988) have stated that skills possessed by employees but not currently used may open up new opportunities of business for the firm, and indeed, may influence strategic choices. Secondly, firms may employ wide variety of specialist employees who provide flexibility by allowing the firm to reconfigure skill profiles to meet changing needs. With this flexibility, when the need arises, the firm may reorganize its employees (for example through project teams) to achieve the desired skill profile to fit with the changed demand (Neuman & Wright, 1999). Mello (2006) subscribes to the view that performance management can assist, and possibly alert the organization to deficiencies in the overall level and focus of employee skills. This can also be used when performing critical planning for future staffing needs relative to the current skills and abilities matrix within the organization.

Past studies on the potential benefit of employee skills and behaviours has employed different levels of analysis and used multiple, and often inconsistent, explanatory concepts. At the individual level, scholars have investigated employee adaptability (Lepinet et al 2000; Pulakos et al 2000) but generally have not linked this dimension to firm-level outcomes. Human capital dimensions such as education and experience (Hitt et al 2001) and employee behaviours such as mimetic adoption (Greve, 1998) and employee resistance (Larsson & Finkelstein, 1999) have been related to the firm-level outcomes, but studies tend to treat skills and behaviours separately rather than as potentially integrated.

At the organization level, studies have emphasized that firms need to create, acquire, and transfer knowledge thus modifying behaviour (Garvin, 1993; Hedberg, 1981; Lei et al 1996), but have

not investigated how employee skills and behaviours are associated with learning. However, these studies do not specifically address whether these practices are flexible or examine how employee skills and behaviours contribute to, or interact with, high-performance IIR practices.

### **2.3.2.3 Attitude**

Armstrong (2009) defines attitude as a settled mode of thinking. He further clarifies that attitudes are less stable than traits and can change when new experiences are gained or influences absorbed. Stearns and Aldag (1987) point out those attitudes are beliefs; feelings and behavioral tendencies held by a person about an object, event, or person. Saari and Judge (2004) describe employee attitudes as viewpoints about many aspects of their jobs, their careers, and their organizations. Stearns and Aldag (1987) point out that the most commonly studied work attitude is job satisfaction. They further state that the two other important work attitudes are job involvement and organizational commitment. However, from the perspective of research and practice, the most focal employee attitude is job satisfaction.

Armstrong (2009) defines job satisfaction as the attitudes and feelings people have about their work. Stearns and Aldag(1987) refer to job satisfaction as the affective component of work-related attitudes. The most-used research definition of job satisfaction is by Locke (1976) who defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and job performance (Saari& Judge, 2004). Several research studies have shown that the influences of a person's disposition result to job satisfaction. One of the first studies in this area (Staw& Ross, 1985) demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or



companies. There is evidence to show that personality traits, such as extraversion and conscientiousness, can also influence job satisfaction (Judge et al 2002). The most cited cross-cultural work on employee attitudes is that of Hofstede (1980, 1985).

#### **2.3.2.4 Rewards**

Armstrong (2009) describes reward management as a formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value in the organization. If individuals do not perceive the performance evaluation system as fair and accurate, it is unlikely they will feel that it influences performance (Winstanley, 1975). However, a study by Miceli and Lane (1991) found no significant relationship between perceptions of inaccurate performance ratings and effort-reward consonance. A research conducted by Vest et al (1995) supports the belief that pay influences performance. They found that pay influence on performance was significantly larger among individuals who believed that appraisals were used in making pay related decisions than among individuals who believed appraisals were not utilized.

Merit pay programs are critical in employee reward system. Lawler (1971) supports the view that for merit pay programs to succeed they require high levels of trust in order to be accepted by employees and hence have the intended motivational effects. According to Butler (1991) trust connotes reliance on or confidence in some past event, process or person and reflects expectations about outcomes based on perceptions and past experiences. Fulk et al (1985) found that trust in a supervisor was important in the formal performance appraisal process. There is however limited and inconsistent support for the relationship of trust to the belief that pay is tied

to employee performance. Goodman and Moore (1976) found a significant positive relationship between organizational trust and the belief that pay is tied to performance among blue collar employees but not among managerial employees. Folger and Konovsky (1989) found a significant positive relationship between trust in supervisor and employee belief that pay is tied to performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This was a descriptive survey design. It was suitable because the population consisted of all employees of Kenya Wildlife Service in different cadres. A survey was an appropriate technique for generating original data from a large population which could not be directly observed.

#### **3.2 Population**

The population of the study consisted of 4,241 permanent employees of Kenya Wildlife Service. Information on the employees sampled was obtained from the payroll data provided by the Human Capital Department of the Kenya Wildlife Service.

#### **3.3 Sample Size**

The sample size was 435 employees of Kenya Wildlife Service selected each cadre using both stratified and random sampling across the nine regions as shown in the table below.



**Table 3.1 Sample Size**

No	Region	Senior Grade 2-5	Middle Grade 6-8	Lower Grade 9-12	<b>Total</b>	10% Sample
1	Western	10	35	320	365	37
2	Eastern	11	19	447	477	48
3	Mountain	18	51	541	610	61
4	Northern	5	12	132	149	15
5	Central Rift	16	58	416	490	49
6	Southern	14	44	339	397	40
7	Tsavos/Core	11	54	585	650	65
8	Coast	13	43	380	436	44
9	Head Quarters	148	177	432	757	76
	<b>Total</b>	246	493	3,502	4,241	435

### **3.4 Data Collection**

Data collection was done using a questionnaire (Appendix D)- The questionnaire was divided into three sections. Part A sought information from the respondents in which case they themselves were the subject of the study (demographic data). Part B dealt with the specific factors that influence employee performance (organizational and individual factors were considered).

### **3.5 Data Analysis**

The data was edited for accuracy, completeness and consistency. The data was then analyzed using descriptive statistics to generate frequencies, percentages and graphs to explain the trend from the data generated. Factor analysis was used to identify the factors and explain the pattern of correlation within the observed variables. Tables, graphs and charts were used to present the factors that affect employee performance in Kenya Wildlife Service.

## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND DISCUSSIONS**

#### **4.1 The Response Rate**

Some 435 questionnaires were sent out to Kenya Wildlife Service employees sampled from the nine regions out of which 316 respondents filled and mailed them back. This represented 72.6% response rate considered adequate for the study.

#### **4.2 Demographic Characteristics**

##### **4.2.1 Sex**

A total of 316 employees responded to the questionnaire out of which 81% were male and 19% female.

##### **4.2.2 Marital Status**

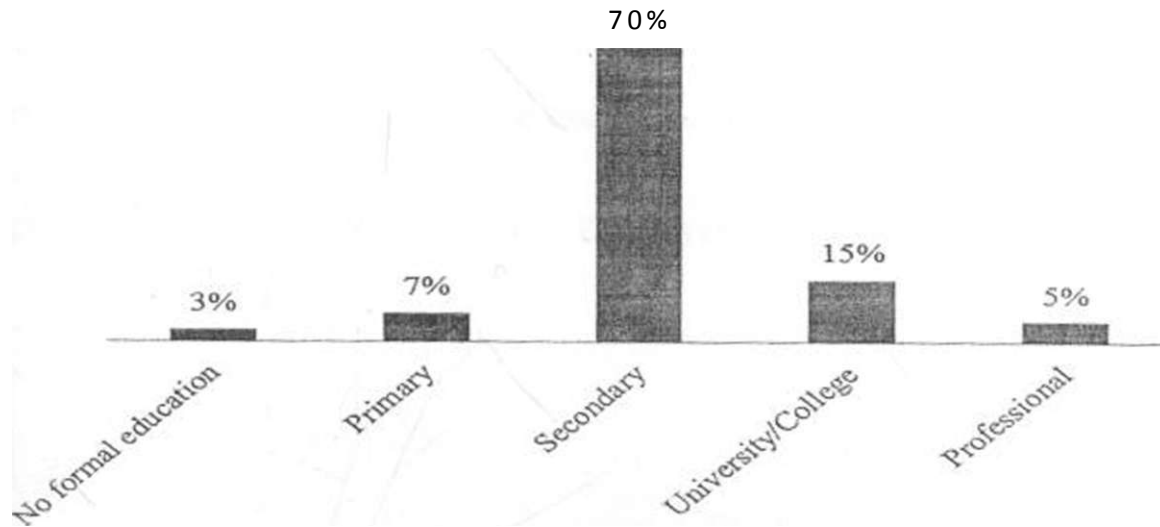
The study found that 50% of the employees were married, 20% were single, 10% were widowed, and 15% were divorced while 5% were separated. This is an indicator that a majority of the employees are having families.

##### **4.2.3 Highest Level of Education**

The survey findings in figure 4.1 indicate that 5% of the respondents have attained professional education, 15% have a university degree or college diploma, 70% have secondary education, 7% have a primary education while 3% of the respondents have no formal education. It is therefore clear from the data that a majority of the workers have attained secondary education with an on

the job training conducted internally by the organization.

**Figure 4.1 Highest Level of Education**



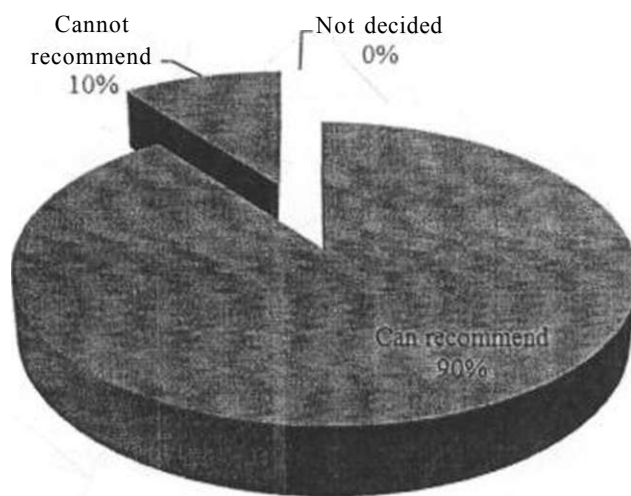
#### **4.2.4 Salary Range**

The study findings indicated that 10% of the respondents have monthly salary range of ksh60,000 and above, 25% of the respondents earn salaries ranging from ksh30,000 to ksh60,000, 50% earn salaries ranging from ksh10,000 to ksh30,000 while 15% of the respondents earn salaries below ksh10,000. A majority of the respondents are therefore within a salary range of ksh10,000-30,000.

#### 4.2.5 Kenya Wildlife Service as Employer of Choice

The research findings at figure 4.2 indicate that 90% of the respondents can recommend Kenya Wildlife Service as employer of choice while 10% of the respondents cannot recommend the organization as an employer of choice. From this data it is clear a majority of employees sampled can recommend Kenya Wildlife Service as an employer of choice.

**Figure 4.2: Kenya Wildlife Service as Employer of Choice**



#### 4.3 Organizational Factors

In the questionnaire the respondents were asked to rate the organizational factors which influence their work performance in a scale of one to five. There were in total twenty five variables examined under three sub-headings: organization structure, work environment and non-material incentives.

### **4.3.1 Organization Structure**

The study sought to determine the extent to which the organization structure influences employee performance. The variables explored under this sub heading were: concept of structure, service delivery, flexibility, innovation, social integration, job description and the standard operating procedures. A majority of the respondents, 92% respondents agreed that the concept of structure was important in their performance while only 8% disagreed. Majority of the respondents at 88% agreed that the organization structure contributed to speed delivery of service while 12% disagreed. Majority of the respondents 78% agreed that the Kenya Wildlife Service structure is flexible while 22% disagreed. A majority of the respondents at 80% agreed that the Kenya Wildlife Service structure supports innovation by employees while 20% disagreed.

A majority of the respondents at 87% agreed with the view that Kenya Wildlife Service structure supports the social integration of employees while 13% disagreed. A majority of the respondents at 82% agreed with the view that a job description is important in employee performance while 18% disagreed. Majority of the respondents at 93% agreed that Kenya Wildlife Service standard operating procedures guide their performance while only 7% disagreed. On the overall it is clear that a majority of respondents' performance is influenced by the organization structure.

### **4.3.2 Work Environment**

The study sought to determine the extent to which the work environment influences employee performance. The variables considered under this factor were: appropriate work conditions, human resource policies, appraisal system, corporate culture, management style, core values,

team work, flexible work schedule and participation in staff meetings. The study found that 80% of the respondents agreed that Kenya Wildlife Service provided an appropriate working environment while 20% disagreed.

A majority of the respondents at 91% agreed that Kenya Wildlife Service human resource policies provided guidance on their work performance while 9% disagreed. Of the 316 respondents 49% agreed that the Kenya Wildlife Service appraisal system contributed to their work performance while 51% disagreed. A sizeable number of the respondents at 76% agreed that the Kenya Wildlife Service corporate culture supports their work performance while 24% disagreed. Majority of the respondents at 79% indicated that the Kenya Wildlife Service management style impacts on their performance while 21% disagreed.

Majority 82% of the respondents agreed that the Kenya Wildlife Service core values influenced their performance while 18% disagreed. Majority of the respondents at 94% agreed that team work contributed to their work performance. Out of the total 316 respondents 69% agreed that the Kenya Wildlife Service flexible work schedule facilitated their work performance while 31% disagreed. Majority of the respondents at 85% agreed that staff meetings improve their performance while 15% disagreed. The variables in this factor show that a majority of the respondent's performance is influenced by the work environment, except for the appraisal system.

### **4.3.3 Incentives**

The study sought to determine to what extent incentives influence employee performance. The variables considered were: recognition and personal attention, respect from supervisor, prestige, growth potential, participation in decision making, accountability, use of technology, creativity,

challenging work and responsibility.

According to the study findings a majority 77% of the respondents agreed that incentives programs supported their work performance while 23% disagreed. Majority 81% of the respondents agreed that recognition and personal attention are important in their work performance while 19% disagreed. 82% of the respondents agreed that respect from the supervisor and colleagues influence their work performance while 18% disagreed. 72% of the respondents agreed that the prestige they enjoy in their current job support work performance while 28% disagreed. 82% of the respondents agreed that growth potential in the department is important to them while 18% disagreed.

59% of the respondents agreed that Kenya Wildlife Service encourage employee participation in decision making while 41% disagreed. 84% of the respondents agreed that Kenya Wildlife Service provides opportunity to do creative and challenging work while 16% disagreed. 88% of the respondents agreed that Kenya Wildlife Service encourages use of up-date technology while 12% disagreed.

76% of the respondents agreed that Kenya Wildlife Service employees are held to account for their performance while 24% disagreed. 91% of the respondents agree that Kenya Wildlife Service encourages employees to work with minimal supervision while 9% disagree. These results clearly indicate that a majority of the respondents work performance is influenced by incentives factor.

## **4.4 Individual Factors**

### **4.4.1 Knowledge**

The study sought to determine the extent to which knowledge influences employee performance. The variables considered under this factor were: opportunity to acquire knowledge, investment in training, sharing, competence, technological change and value for learning. According to the study results 88% of the respondents agreed that Kenya Wildlife Service provides opportunity to acquire knowledge while 12% disagreed.

92% of the respondents agreed that Kenya Wildlife Service invested in the training of its employees while 8% disagreed. 76% of the respondents agreed that Kenya Wildlife Service provides opportunity to share knowledge among its employees while 24% disagreed. 88% of the respondents agreed that knowledge has a direct influence on their work performance while 12% disagreed. 97% of the respondents agreed that competence is important in their work performance while only 3% disagreed.

Majority 86% of the respondents agreed that Kenya Wildlife Service employees are more receptive to technological change while 14% disagreed. Some 84% of the respondents agreed that Kenya Wildlife Service employees value learning while 16% disagreed. 80% of the respondents agreed that Kenya Wildlife Service provides employment security to its employees to safeguard the knowledge acquired while 20% disagreed. These study results confirm that a majority of the respondents' performance is influenced by the knowledge they have about their jobs.



#### **4.4.2 Skills**

The study sought to determine the extent to which individual skills influence employee performance. The variables identified to determine this were: value for new skills, skill flexibility, skill variety, application of new skills, and deployment of skills.

84% of the respondents agreed that Kenya Wildlife Service employees value new skills while 16% disagreed. 87% of the respondents agreed that Kenya Wildlife Service provides opportunity to improve employee skills while 13% disagreed.

Majority 81% of the respondents agreed that Kenya Wildlife Service encourages skill flexibility to improve performance while 19% disagreed. 68% of the respondents agree that Kenya Wildlife Service employs people with a variety of skills while 32% disagreed. 65% of the respondents agreed that Kenya Wildlife Service employees change their work habits in response to the change in the work environment while 35% disagreed. 68% of the respondents agreed that Kenya Wildlife Service is capable of meeting demand for new skills while 32% disagreed.

Majority 65% of the respondents agreed that Kenya Wildlife Service employees are capable of putting new skills to work on short notice while 35% disagreed. 76% of the respondents agreed that Kenya Wildlife Service can deploy employees to different jobs when the need arises while 24% disagreed.

These results show that a majority of the respondents value skills in their work performance.

#### **4.4.3 Attitude**

The study sought to determine the extent to which attitude influences employee performance. The variables examined under this factor were: effect of attitude, paying attention, work satisfaction, work judgment, relationships, importance of job, personal initiative, vision, mission, objectives and values, effect of community and social events.

75% of the respondents agreed that attitude affect their work performance while 25% disagreed. 57% of the respondents agreed that Kenya Wildlife Service pays attention to employee attitude while 43% disagreed. 79% of the respondents agreed that work satisfaction is associated with employee attitude while 21% disagreed. 82% of the respondents agreed that judgment by colleagues is important in their work performance while 18% disagreed. 71% of the respondents agreed that personal relationships with colleagues directly affect their performance while 29% disagreed. 86% of the respondents agreed that a feeling that their job is important improves performance while 14% disagreed.

87% of the respondents agreed that personal initiative is critical in their work performance while 13% disagreed. 79% of the respondents agreed that the Kenya Wildlife Service vision, mission, objectives and values directly affect their performance while 21% disagreed. 96% of the respondents agreed that Kenya Wildlife Service encourages employees to socialize during tea break to share experiences while 4% disagreed.

These study results confirm that attitude influences the performance of a majority of the respondents.

#### **4.4.4 Rewards**

The study sought to determine the extent to which tangible rewards influence employee performance. The variables considered under this factor were: value of rewards, compensation, salaries and perks, promotion, financial support, pension scheme and commendation by supervisor. The study found out that 74% of the respondents agreed that Kenya Wildlife Service employees value tangible rewards while 26% disagreed. 61% of the respondents agreed that rewards and compensation benefits directly affect their work performance while 39% disagreed. 35% of the respondents agreed that Kenya Wildlife Service salaries and perks are attractive and

are appreciated by employees while 65% disagreed. 47% of the respondents agreed that Kenya Wildlife Service promotes high performing employees while 53% disagreed. Majority 65% of the respondents agreed that financial support for lifelong learning makes them stay with Kenya Wildlife Service while 35% disagreed. 62% of the respondents agreed that Kenya Wildlife Service provides a good pension and fringe benefits to its employees while 38% disagreed. Majority 78% of the respondents agreed that being commended by the supervisor for a job well done affects their work performance while 22% disagreed.

The study results from variables examined under this factor clearly show that rewards influence performance except in the area of salaries and parks and on promotion of employees

#### **4.4.5 Factors That Influence Employee Performance in Kenya Wildlife Service**

Factor analysis was used to explain the underlying unobservable variables that were reflected in the observed variables. Factor analysis is statistical technique for classifying a large number of interrelated variables to a limited number of factors. The analysis was done using more advanced data management and statistical software package, SPSS, to ease the work of formatting, data manipulation and processing.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy statistic for the data is 0.804. According to Comrey and Lee (1992) factor analysis should only be conducted if Kaiser-Meyer-Olkin test value is at least 0.6. The study data met this criterion. Bartlett's Test of Sphericity was used together with Kaiser-Meyer-Olkin test. Bartlett's Test of Sphericity was used to test the null hypothesis that the correlation matrix is an identity matrix and it presents a minimum standard which should be passed before a factor analysis is carried out.

From the findings, the prestige I get from the current job supports my work performance had 84.1% communality or shared relationship with other factors followed by Kenya Wildlife Service encourage employees to work with minimal supervision (76.5%) and Kenya Wildlife Service human resource policies provide guidance in work performance (73.5%). However, Kenya Wildlife Service structure enable speed delivery of service and Kenya Wildlife Service structure is important for work performance shared less in common with other factors given communalities of 48.1% and 48.9% after extraction; the variance in the two is not well represented in the common retained factors.

The Principle Component Analysis was used, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used and seven factors/components extracted. The seven components explain 66.088% of the total variation. While component 1 contributed the highest variation of 21.332%, the seventh component contributed 4.282% of the total variation.

"Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization"

Rotation converged in 11 iterations.

The rotated component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The above results allowed the identification of what variables fall under each of the 7 extracted components (factors). Each of the 26 variables was looked at and placed to one of the seven components depending on the percentage of variability (it explained the total variability of each factor). A variable is said to belong to a component to which it explains more variation than any other components.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

Factors that determine employee performance should be studied to enable management make critical decisions in order to enhance and sustain the performance of employees and the organization at large. According to Ellickson (2002) both organization and individual factors affect the overall effectiveness of employee performance.

From the study results it was determined that an average of 85% of the respondents support the view that organization structure influences their performance. Stearns and Aldag (1987) the overall design of the organization structure affect performance at both the individual organizational level. Mullins point out that the purpose of an organization structure is to allocate work and responsibilities. Many organizations are reviewing their structures to ensure they the most dynamic structure in place.

88% of the respondents confirmed that an enabling work environment is necessary for them to record good performance. Work environment emerged as the lead factor that influences employee performance in Kenya Wildlife Service. Stearns and Aldag 1987) point out that the elements that have an impact in organizational activities are the environmental factors. Factors that influence employee performance would be categorized as such.

79 % of the respondents view incentives as important ingredients in their work performance, riartmal et al (1994) have pointed out that incentives are used by employers to compensate employees for their effort. Many studies are being carried out to find the best incentive structures to influence employee performance. 86% of the respondents rely on their knowledge of the job to

perform well in their duties. Grant (2002) state that the value of people is embodied in their knowledge. Knowledgeable employees are a big asset both to themselves and the organizations they work for. Organizations are setting up knowledge management centers to make the best use of pool of knowledge with their employees.

Some 74 % of the respondents from the study value skills as a necessary tool in their work performance. Lengnick-Hall and Lengnick-Hall (1988) have pointed out that firms employ a wide variety of specialized employees who provide flexibility by allowing firms to reconfigure skill profiles to meet the changing needs. Many organizations are spending money on their employees to acquire new skills for them to remain competitive and relevant.

From the findings of this research 79 % of the respondents confirmed that attitude contributes to their performance. Saari (2004) point out that employee attitudes are viewpoints about many aspects of their jobs, careers and the organization.

The study found out that 60% of the respondents are influenced by tangible rewards in their work performance. Past studies have shown how important rewards are to employees. Armstrong (2009) has stated that rewards given to people should be fair, equitable and consistently in accordance with their value in the organization.

## 5.2 Conclusions

The study identified seven key factors that influence employee performance in Kenya Wildlife Service. The lead factor is the work environment. Majority of the respondents confirmed the importance of this factor in their work performance. The variables considered were: appropriate work conditions, human resource policies, appraisal system, corporate culture, management style, core values, teamwork, and flexible work schedule and staff participation in meetings.

The second most important factor was knowledge. The respondents supported this factor as having a substantial influence on their performance.

The third most important factor was the organization structure. Most of the respondents agreed with this factor.

The fourth most important factors were incentives and attitude. The respondents agreed with these factors as having a big influence in their work performance.

The fifth most important factor was the skills possessed by employees. Most of the respondents showed interest in the acquisition and utilization of skills in their work performance.

Reward factor was rated the least important factor that influence employees in Kenya Wildlife Service. The factor appeared to be sensitive and the respondents did not seem to match it with the other factors. However a majority of the respondents confirmed the importance of this factor in work performance.

### **5.3 Recommendations**

Both public and private sector organizations should have the desire to improve the overall effectiveness of their employees. This cannot be achieved without a deep understanding of the factors that influence their performance. Past studies have shown that organizations are keen to know what makes employees perform.

The factors that influence employee performance in individual firms and organizations should be documented and reviewed from time to time to ensure their performance is sustained.

Organizations from across the sectors should benchmark with each other to ensure best practices are maintained when implementing factors that influence their performance.

Firms should continue carrying out research to determine the dynamics of the factors that influence employee performance in order to remain relevant.

Employee performance should be enhanced through the provision of a good organizational structure, work environment and equitable incentives, where each employee's potential is fully utilized.

In order to increase the employees' performance, the organizations should increase the knowledge and the skills of their employees through Continuous Professional Development programs and holding training workshops for their employees.

### **5.4 Suggestions for further study**

A study should be carried out to determine the influence of technology and equipment on employee performance.

A study of the factors that influence employee performance should also be carried out in a private sector company in Kenya to compare the results.



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## **APPENDICES**

### **Appendix I: Letter Forwarding Research Questionnaire**

**To Respondent,**

**12<sup>th</sup> June, 2012**

**Dear Sir/Madam,**

KE; Factors that Influence Kmpmv Pwrfftrmanw in Kynva WjldlifySyTvivy,

I am a student of the University of Nairobi pursuing an MBA degree. This research is part of the course requirement. You have been selected to take part in the survey. I am kindly requesting you to spare sometime to fill in the attached questionnaire marked appendix II with high accuracy and e-mail back to me. The information sought in the questionnaire is purely for academic purposes and all your responses will be treated with confidence. A copy of the final research will be availed to you in soft copy upon request.

Thank you in advance for your co-operation.

Yours faithfully,

James MogakaSokoro

MBA Student



## Appendix 11- Research Questionnaire

### Section A: Demographic data

1.1 Name of Respondent (Optional)

Cadre/Grade (tick one): Senior 2-5  Middle 6-7  Lower 8-9

Sex: Male  Female

Name of your department/unit and work station

### 2.0 Characteristics of the respondents (tick one)

b) Age: 18-40 years  above 40 years

c) Marital Status: Single  Married  Divorced  Widowed

Separated

d) Number of Children: 1-2  3 or more

### 3.0 State the highest level of education you have achieved to date [tick One]

i. No Formal education

ii. Primary education

iii. Secondary education

iv. College/University education

Professional qualifications attained such as CPA (K), CPS (K) & others

(Indicate in the space below)

3.1 Did you start working with the level of education you have ticked in 3.0 above?

Yes [ ] No [ ]

If your answer is No please explain \_\_\_\_\_ I had done business management before so I worked somewhere before joining Kenya wild life service.

3.2 State the total number of years you have worked in Kenya Wildlife Service (tick one).

0-5 Years [ ] 5-8 Years [ ] Over 8 Years [ ]

3.3 Indicate your basic salary range (tick one).

Below 10,000 [ ] 10,000-30,000 [ ] 30,000-60,000 [ ] Above 60,000 [ ]

3.4 How can you describe these basic salaries offered by KWS? (Tick one).

Appropriate [ ] In-line with responsibilities [ ] Not in line with responsibility [ ]

3.5. Can you recommend KWS as an employer to prospective job seekers? (Tick one)

Can recommend [ ] cannot recommend [ ] Not decided [ ]

## Section B

### 4.0 Organizational Factors

#### 4.1 Organization Structure

State to what extent you agree or disagree with the statements in the tables below:

Key

1= Strongly Agree, 2= Agree, 3= Neither Agree nor Disagree, 4= Disagree, 5=Strongly Disagree

Statement	1	2	3	4	5
Kenya Wildlife Service structure is important in my work performance.					
Kenya Wildlife Service has adopted an organization structure that enables speed delivery of service.					
The Kenya Wildlife Service structure is flexible and accommodative.					
The Kenya Wildlife Service organization structure supports innovation by employees.					
The Kenya Wildlife Service structure supports social integration of employees.					
Role clarity specified by Kenya Wildlife Service in my job description is important for work performance.					
The Kenya Wildlife Service Standard operating procedures guide my work performance.					

## 4.2 Work Environment

Statement	1	2	3	4	5
Kenya Wildlife Service provides an appropriate working environment conducive for work performance.					
The Kenya Wildlife Service human resource policies and procedures guide my work performance.					
The Kenya Wildlife Service performance appraisal system contributes to my work performance.					
The Kenya Wildlife Service corporate culture supports my work performance.					
The Kenya Wildlife Service management style has an influence in my work performance.					
The Kenya Wildlife Service core values influence my performance.					
Kenya Wildlife Service encourages teamwork which contributes positively in my work performance.					
Kenya Wildlife Service provides a flexible work schedule which enables me perform my tasks with little stress.					
Kenya Wildlife Service encourages regular staff meetings to discuss policy issues with the object of improving work performance.					

### 4.3 Incentives

Statement	1	2	3	4	5
The incentives provided by Kenya Wildlife Service are generally supportive of my work performance.					
Kenya Wildlife Service recognition and personal attention on its employees is important in work performance.					
The respect from my supervisor and colleagues influence my work performance.					
The prestige I get from my current job as a public servant supports my work performance.					
The growth potential within my department and the organization is important to me.					
Kenya Wildlife Service encourages employee participation in decision making.					
Kenya Wildlife Service employees are held to account for their performance.					
Kenya Wildlife Service encourages use of up-to-date technology and resources.					
Kenya Wildlife Service provides opportunity to do creative and challenging work.					
Kenya Wildlife Service encourages its employees to work with a minimal amount of supervision.					

## 5.0 Individual Factors

### 5.1 Knowledge

Statement	1	2	3	4	5
Kenya Wildlife Service provides opportunity for the acquisition of knowledge by its employees.					
Kenya Wildlife Service makes continuous investment in training, education and development of its employees.					
Kenya Wildlife Service provides its employees with high-involvement opportunities to share knowledge.					
Knowledge has a direct influence on my work performance.					
Competence is an importance aspect of my work performance.					
Kenya Wildlife Service employees are more receptive towards technological change.					
Kenya Wildlife Service employees value learning.					
Kenya Wildlife Service provides employment security to its employees to encourage higher performance capacities.					

### 5.2 Skills

Statement	1	2	3	4	5
Kenya Wildlife Service employees value learning new skills.					
Kenya Wildlife Service provides an opportunity to improve employee skills.					
Kenya Wildlife Service encourages employee skill flexibility to improve performance.					
Kenya Wildlife Service employs people with a broad variety of skills.					
Kenya Wildlife Service employees change their work habits in response to changes in the competitive environment.					
Kenya Wildlife Service is capable of meeting demand for new skills.					
Kenya Wildlife Service employees are capable of putting new skills to use within a short time.					
Kenya Wildlife Service can deploy employees to different jobs when needed.					

### 5.3 Attitude

	1	2	3	4	5
<b>Statement</b>					
Attitude affects my work performance.					
KWS pays attention to employee attitude.					
Work satisfaction is associated with positive employee attitude.					
Judgment on my work by colleagues is important in my work performance.					
My personal relationship with colleagues directly affects my work performance.					
A feeling that my job is important contributes to my performance.					
My personal initiative is critical in work performance.					
The KWS vision, mission, objectives and values directly affect my work performance.					
KWS provide opportunity to employees to spend time working on community activities to improve performance.					
KWS allows employees to socialize during tea break and share experiences to improve performance.					

## 5.4 Rewards

Statement	1	2	3	4	5
KWS employees value tangible rewards.					
Rewards and compensation benefits directly affect my performance.					
KWS salaries and perks are attractive and are appreciated by employees.					
KWS provide opportunity for promotion for high performing employees.					
Financial support for lifelong learning program is an important consideration for my staying in KWS.					
KWS provides a good pension scheme and other fringe benefits for its employees.					
Being commended by my supervisor for a good job done in writing directly affects my performance and commitment.					