

**FACTORS INFLUENCING EMPLOYEES' PERFORMANCE:
THE CASE OF INTERNATIONAL CENTRE FOR RESEARCH
IN AGROFORESTRY, NAIROBI, KENYA**

DOROTHY NANZALA NASUBO

UNIVERSITY OF NAIROBI
EAST AFRICANA COLLECTION



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DECLARATION

This research project report is original and has not been submitted for examination in any university or learning institution.


Signature:  Date: 7/9/2010

Ms. Dorothy Nanzala Nasubo

L50/62643/2008

This research project report has been submitted with our approval as Supervisors of the University of Nairobi.

CHAIRMAN
DEPARTMENT OF EDUCATIONAL STUDIES
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
UNIVERSITY OF NAIROBI
P.O. Box 30197
NAIROBI.

Signature:  Date: 7/9/2010

Dr. Omondi Bowa

Lecturer: Department of Educational Studies

University of Nairobi

Signature:  Date: 08/09/2010

Dr. Chandi J. Rugendo

Lecturer: Department of Extra-mural Studies

University of Nairobi

DEDICATION

This research is dedicated to the Late Loise Irene Awino Awuondo and the Late Ebby Kahai Irungu former ICRAF Staff in remembrance of their efforts and contributions to the CIMMYT – Administration office.

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Thank you all.

ABSTRACT

This study is aimed at investigating the factors influencing employee performance at ICRAF. The findings provide suggestions on addressing the challenges met by employees that affect their performance.

This study was relevant because employee performance will affect productivity, innovation and initiative and thus improving the quality of work done by staff and hence making it more competitive for the organization. The specific study objectives were to: Establish the extent to which training and development influences work performance; Examine the extent to which recognition of good performance to employees influences their work performance; Examine the extent to which remuneration influences employees' performance; Explore the extent to which recruitment process influences employees work performance.

The study employed a survey design incorporating descriptive research. This was most suitable because of the need to survey and describe the current situation on moral and diverse feelings on motivation amongst the staff members. The study targeted staff members in both the Professional and General Service categories from all the functional sections of the target population. Stratified random sampling was used because the population comprised of different categories and grades of staff. The target population was further stratified into four strata; on each stratum a simple random method was used to select a sample population for the study to enable the researcher seek opinion at various levels in the organization.

To collect data, the researcher used both secondary and primary data. The researcher collected information from people of different backgrounds, cultures, educational levels, gender and experience that gave balanced views. The main mode of data gathering was questionnaires complimented by interviews. Semi-structured questionnaires were used as the data collection instrument. Questionnaires were chosen as the main source of primary data because they provide the author of this paper with detailed individual feedback which gave more accurate picture of the levels of morale in the division. A structured interview guide was used to ask detailed questions so as to ensure that areas of concern are fully covered. Secondary data that is information obtained from books, newspapers, internet and journals was also used. Qualitative and quantitative analysis was carried out and the results presented and analyzed and interpreted by use of frequency tables.

From the findings of the study, the benefits already in place were a motivating factor to the staff. The study concludes that there is a positive relationship between performance enhancement elements and employee performance. These elements incorporate both the financial rewards and non financial rewards. It can be concluded that employee performance relies on performance enhancement schemes in an organization. Employee performance can be realized by a well constructed performance enhancement system which will attract and retain an effective work force.

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ABBREVIATIONS AND ACRONYMS

CGIAR	Consultative Group of International Agricultural Research
CIMMYT	International Maize & Wheat Improvement Center
CIRAD	Centre de coopération Internationale en Recherche Agronomique pour le Développement
HRU	Human Resource Unit
G & D	Gender and Diversity
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICRAF	International Center for Research in Agroforestry
IRD	Institute for Research & Development
MDG	Millennium Development Goals
P E	Performance Evaluation
PROTA	Plant Resources of Tropical Africa
TSBF	Tropical Soil Biology and Fertility
UoN	University of Nairobi

CHAPTER ONE:

INTRODUCTION

1.1 Background to the study

This chapter discusses the background of the study. The status of CGIAR centers at ICRAF as well as the statement of the problem of the study. Research objectives, Questions and significance of the study are stated in regard to this study. The chapter also explores limitations, delimitations and assumptions of the study. Lastly, the significant terms in the study are defined.

This study is concerned with establishing factors that influence employee's performance at ICRAF. The research was carried out at ICRAF. The chapter also gives background information of the International Centre of Research in Agroforestry (ICRAF), how it came into existence and relates and works in conjunction with the hosted CGIAR centers at the World Agroforestry Center, U.N. Avenue, Gigiri. It also gives a brief description of staff concerns and gives an insight of the motivational tools that can be employed to maximize on employee performance.

Organizations are continuously looking for improved employee performance to enhance their overall productivity and continuous profitability in an organization. Several strategies have been implemented to enhance performance, for example, restructuring, computerization, automization and incentive schemes. It is the roles of the management to incorporate plan to ensure training of the workforce develop costs and financial benefits, streamline salary structures and evaluate human worth so as to boost employee performance.

ICRAF (2006), various attempts have been made by the Human Resource Unit to motivate staff, I found out what factors affect the employee performance. Motivating staff regulations include; Sabbatical leave which is allowed to eligible staff members seeking to pursue projects of study and research, not only in recognized universities, but also in independent institutions worldwide. The objective was to provide an opportunity for staff to add value to their contribution to the organization and to enhance their professional growth through pursuit of studies and research projects on issue related to the work at ICRAF. Similar studies on factors affecting employee performance have been carried out at the United Nations Office in Nairobi by Mwangagi (2005). It was found that, employee performance is affected by various things and the most important is job security. Another similar study was carried out at ICIPE (2006) and it showed positive relationship between the performance enhancement elements and employee performance. It was concluded that employee performance relies on performance enhancement schemes in an organization. Motivating factors should be well integrated into the system to enhance employee performance.

A case study on employee performance by Sky customer service teams, a digital entertainment provider in the United Kingdom observed that, it is vital that employee consistently achieves the required targets. For over five years Sky used the Focus Incentive Scheme to help maintain and improve the performance of over 9,000 contact-centre staff in multiple contact-centres. Incentive campaigns are continually changing and Focus remains fresh and relevant. Campaigns are created to target specific aspects of performance and this allows major campaigns to be overlaid with impromptu, or fun, activities that keep agents focused and interested. Campaigns often pre-test agent knowledge prior to participation in a learning activity, and tests at completion measure

just how much information has been acquired. Information is always conveyed in small amounts, but with the option to find out more when time permits. As a result, call handling times are not impacted and many agents choose to access the scheme during their breaks, not just during their shift. Team performance is equally as important as individual performance, and incentive campaigns target both individuals and teams in order to raise overall performance. Certain campaigns incentivise team managers as well as agents, and managers receive incentive points based on the performance of their team. Team Managers are also given special 'VIP' areas of the system where support materials help them to maximise campaign benefits.

Mutua (2001), organizations are critically evaluating the internal and external environment with the development of more effective and competitive strategies to improve work performance. There is no organization that has been spared by the competition and organizations have therefore come up with ways to combat competition. This has posed serious challenges for organizations that have long enjoyed obedient and long serving employees. Numerous reform measures have however been undertaken to promote staff morale and improve performance of the organizations.

To cope up with the competition and challenges, organizations have undertaken various strategic measures including conducting salary surveys to ensure their staff members are not under paid since this will de-motivate them and they will not perform to their best. They will in-fact spend a lot of time trying to look for alternative jobs while in your office instead of concentrating on doing their job well Mutua (2001). Trainings and development is introduced as well in organizations to enable staff members improve their

knowledge and skills. This is evident with the workshops and conferences that are organized most of the time by the institution.

1.1.1 Brief Background of ICRAF

The World Agroforestry Centre is recognized as the international leader in agroforestry research, education and development support. The International Council for Research in Agroforestry (ICRAF) was established in 1978 to promote agroforestry research in developing countries. During the 1980s ICRAF operated as an information council focusing primarily on Africa. In 1991, ICRAF transformed itself into the International Centre for Research in Agroforestry when it joined the Consultative Group on International Agricultural Research (CGIAR). ICRAF is one of the 15 international centres of the Future Harvest Alliance supported by the CGIAR, and conducts global research in agroforestry. Its first strategic plan as a CGIAR member addressed poverty, food security and environmental degradation on smallholder farms of sub-humid and semi-arid Africa. The Centre then expanded to Latin America and Southeast Asia, while strengthening activities in four regions of Africa. In 2002, ICRAF officially adopted the World Agroforestry Centre as its operating name but retained the acronym ICRAF as the legal name. ICRAF offices are located in Nairobi at UN Avenue, Gigiri.

Human Resources Unit at ICRAF is one responsible for recruiting, evaluating performance and termination of employees. The Division was established as a separate recruitment entity of ICRAF. The Human Resource Unit at ICRAF recruits National Staff for CGIAR centers hosted at ICRAF. The CG centers include: International Maize and Wheat Improvement Center (CIMMYT), Tropical Soil Biology and Fertility (TSBF-CIAT), Bioversity International, Plant Resources of Tropical Africa (PROTA),

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Gender & Diversity, Centre de coopération Internationale en Recherche Agronomique pour le Développement (CIRAD), Institute for Research & Development (IRD), Millennium Development Goals (MDG). ICRAF consists of 123 National Recruited Staff members in both professional and general service categories. The staffs' represent several countries and cultural background.

1.2 Statement of the Problem

Staff members raised concerns on the procedures employed for recruitment and selection of staff to fill posts, also on higher grade. There was indication that, it was not an open process. The performance appraisal system also aroused some problems in that final grade given is not reflecting the staff members actual performance but was based on the appraisal procedures set by ICRAF.

Staff had also raised their concerns with regard to the fact that staff appointed to take up functions on a special post adjustment were not given the chance to apply and compete for the said post when it was advertised at the higher level. These posts were then awarded to other candidates ignoring the fact that the staff member had the ability to carry out the function. Staff members had raised concerns on the within grade increment which was common at ICRAF. When staff members attained Grade 9, which was the highest in each grade, they no longer had financial gain to look forward to and they felt that there needed to be some incentives employed for those staff members who were at the top most level of their grades so as to keep them interested in their jobs.

ICRAF (2008) Human Resource report, overall employee performance has declined in the past months. The organization objectives and targets are becoming increasingly hard to meet. Issues raised by employees in regard to the reason behind this decline included lack of training to acquire new skills, performance appraisals etc. Improving employee's performance in any organization can only be met in the right setting and right conditions (Ryles 1997). This study hence aims to fill the gap on various ways of improving staff performance through both monetary rewards and performance enhancement scheme. Top management of any given organization need to strike a balance between what they offer to employees and what the employees offer to the organization because input of the labour workforce is a factor that leads to the success of the organization as inputs are converted into outputs and this is only effective under fair performance enhancement systems.

1.3 Purpose of the Study

The purpose of the study was to determine the factors that influence performance of employees at ICRAF.

1.4 Specific Objectives

The objectives of the study were as follows:-

1. To establish the extent to which training and development influences work performance
2. To examine the extent to which recognition of good performance to employees influences their work performance.
3. To examine the extent to which remuneration influences work performance.

4. To explore the extent to which recruitment process influences employees work performance.

1.5 Research Questions

The study is guided by the following research questions:-

1. To what extent does participation in training courses influence work performance of employees?
2. How does recognition of good performance influence employee's work performance at ICRAF?
3. How do salary awards to employees affect their work performance?
4. To what extent does the recruitment of employee affect their work performance?

1.6 Significance of the Study

This study is important because, level of education, recognition of good performance, training to acquire new skills and remuneration affect productivity innovation and initiative thereby improving the quality of work done by the organization hence making it more competitive. In the current ICRAF structure, the ICRAF Human Resource Unit enjoys some form of security since it has ready clients from CIMMYT, ICRISAT, PROTA, BIOVERITY, Gender & Diversity, TSBF – CIAT, MDG, IRD, CIRAD. However, as management style and the structure of the organization changes, any laxity on the part of HRU could be its downfall. The unit is forced to keep a competitive advantage.

This study has therefore been carried out in order to benefit top Project Managers at ICRAF, HRU and others in other organizations to come up with good performance enhancement schemes. This research study offers tangible results and benefits that will as a result help ICRAF and other organizations streamline their performance enhancement schemes to match the needs of project employees. It benefits future researchers and academicians as it acts as a base for them who will want to expound on this area of study in future as it contributes to existing literature adding knowledge and stimulating further research in the areas of study. This study acts as a base and a reference in which they can conduct their studies.

This research benefits the Government and workers unions/welfares in their effort to improve performance of employees by providing them with useful and relevant information and feedback on the factors that influence employee performance.

1.7 Delimitations of the Study

This study was successful because the researcher is an employee at the Administration section of CIMMYT and was at first hand with information regarding employee performance. The research was affordable since data was collected within the organization therefore there was minimal costs incurred especially on transport costs. The scope of the study was to investigate the factors that influence employees performance at ICRAF. The study was carried out within ICRAF. ICRAF offices are located in Gigiri, 11 kilometers from the City Center.

1.8 Limitations

Lack of feeling of confidentiality among the staff as they feared that the information given would be used against them and therefore there may be instances when the true picture of the prevailing situation was not given. The study assured respondents of confidentiality of the information given. There was lack of cooperation on the part of some staff members who did not feel the need to fulfill the requests to complete the questionnaires. I was patient with them and explained to them the purpose and that made them see the importance of the research.

1.9 Assumptions of the Study

The sample presented the population; questionnaire, the data collection instruments used, they had the validity and measured the desired constructs; the respondents answered questions correctly and truthfully.

1.10 Definitions of Significant Terms

Benefit	It is a form of reward that compensates work done
Education	Is the formal knowledge that people attain when they go to formal schools
Employee	A person given the opportunity legally to work with an organization under terms and condition stipulated by the organization in the company act.
Extrinsic	Action from outside that makes you want to work harder
Intrinsic	Things inside the organization that drives you to work harder
Motivation	Is the activation of goal-oriented behaviour

Performance	Regular assessment that is done by an employer to employee
Appraisal	
Persistence	Whether when faced with obstacles, you keep trying not to give up
Recognition	Formal acknowledgement
Remuneration	Payment for services rendered by an employee by the organization
Sabbatical leave	Leave without pay entitled to staff member for purposes of research and/or studies
Satisfaction	Refers to the sense of contentment experienced when a need is fulfilled
Training	The acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies.
Within grade increment	Salary increments granted on annual basis

1.11 Summary

The study was to examine whether Training and Development, Recognition, Remuneration and Recruitment affect employee performance. The variables included: Employees performance which was concerned with why staff performance will get affected by Training and Development, Recognition, Remuneration and Recruitment.

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

This chapter covers the literature review and investigated the factors affecting employee performance at ICRAF. It has an insight of the factors currently affecting employee performance and suggestions on how to improve them. Employee performance goes hand in hand with motivation. When an employee is motivated, he or she will perform better at workplace. From the Human Resource field, Armstrong and Baron (2003) highlight the importance of performance management being strategic, integrated (vertical, functional, Human Resource integration and integration of individual needs), concerned with the performance improvement and concerned with development.

In this chapter, the review is going to look at past research studies. It will give an overview of the previous contributions to the problem to enable a better understanding of the research problem.

2.2 Empirical Studies

Some studies have shown direct linkage between strategic human resource practices and firm performance (Edwards and Wright, 2001). Other studies (Katou and Budhwar, 2006) argue that strategic human resource practices do not lead directly to business performance but influence employee motivation and it is these employee outcomes which ultimately influence performance. Hence, the focus has mainly been limited to the linkage between Human Resource practices and organizational performance. In an effort

to address the theoretical developments in the areas, scholars have proposed to consider intermediate linkages between strategic human practices and organizational performance (Ferris et al., 1998). The general consensus developed is that strategic human resource practices do not lead directly to organizational performance. Rather they influence firm resources, such as the human capital, or employee behaviours, and it is these resources and behaviours that ultimately lead to performance. Katou and Budhwar (2006) suggests that the use of “mediating model” which adopts two systems of Strategic Human Resource Management practices that are usually present in almost all works namely, resourcing/development, aiming at attracting and developing human resources; and rewards/relations, aiming at retaining and motivating human resources. Similarly, Gerhart (2005) suggests application of motivation as a mechanism by which Strategic Human Resource Practices, including recruitment, training and development compensation systems and appraisal systems.

Considering that the literature highlights that most studies examining performance have been conducted mostly in a few developed countries (United States of America and United Kingdom), and that only a few researchers measured the mediators and addressed their performance, the question still left unanswered is the influence of Strategic Human Resource Practices on motivation and consequently organizational performance in other contexts (Katou and Budhwar, 2006, 2007). To fill this gap and to further examine the existence of such a relationship it is important to conduct research in non US/UK contexts.

2.3 Factors Affecting Employee Work Performance

There are several factors that affect employee performance at ICRAF. However, this study has looked at the following factors below.

2.4 Training and Development

Pigors and Myers (1977) view training as an enhancement of knowledge which acts not only as a motivator to the employee but also as an opportunity for a better job that has more responsibilities and authority with good involvement. It can be either job training or off job training. On job training is whereby training is through verbal instructions and demonstrations on how equipments are used to do a certain task while off job training which is where training is done in a learning institution so as to acquire skills through a trained tutor. Sometimes this acquisition is needed when the employee is new to the organization; sometimes it is needed because the organization changes its technology sometimes it is necessary if an individual is to change places within the organization either by transfer or promotion.

Training is therefore a learning activity, which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. It modifies the behavior through experience, the transfer of skills and knowledge from those who have them to those who do not. The focus of training is the job or task and it is aimed at improving the capabilities of human resources within an organization.

Development in this context refers to any learning activity which is directed towards the future needs rather than the present needs and which is concerned more with career

growth rather than performance. The focus of development tends to be primarily on the organizations future manpower requirements and the growth needs of individuals in the workplace e.g. replacement of senior staff with potential candidates from the company. Aldrich (1998) stated that development focuses on activities designed to enhance or improve the current behaviours of the individual. It encompasses all activities coaching as well as training within and external to the organization which are specifically planned to improve the overall performance of the individual. These include: job rotation for greater exposure and broadening of current background and experience, performing assignments of greater difficulty and responsibility, training others, managing others

There is an interrelation between corporate success and employee success on the basis of what is provided. Trevor (1991) states that corporate success depends upon motivation and support received to learn, to grow and to improve performance. Employees want to climb the ladder but many manager's manage employees as if they had the same career goals. The results are mismanagement, low productivity and morale. Managers have to know their staff capabilities and their career goals to help in career counseling and mentoring role and building careers to full potential which the organization reaps the benefit of good performance by the motivated employees.

Training should be geared towards meeting some defined needs. Armstrong (1977) agrees with this concept and argues that training is always more relevant and therefore more effective. Occasional restructures are done at ICRAF and it is necessary that all staff are properly trained and briefed on the new roles and how they interlink with each other. Different competencies and skills may be necessary for the new roles. Staff need to be trained so as to acquire the skills. Training enhances job performance by

recognizing operating problems bridging the existing gaps in knowledge and skills which consequently ensures satisfactory results.

In relation to the process theories of motivation; by providing training employees belief that they are capable of performing their jobs successfully will be increased (Ferguson, 2000). This will alter the effort-to-performance (E→P) expectancy is the individual's perception that his or her effort will result in a particular level of performance. (E→P) expectancies are based on self-esteem and previous experience in that situation. Consequently employees should be given the necessary competencies, clear role perception, and favorable situational contingencies to reach the desired levels of performance.

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Human Resource Management are increasingly recognizing employee training and development as central components of the Human Resource Management Function (Keep, 1990) and a source of competitive advantage for organizations (Brewster, 2000 and Perrewe et al, 1996). Training and Development is a primary function of HRM. The combination of the terms Training and Development is because of the interrelationship of the two processes. Training is about enhancing the work related skills and knowledge of an individual development on the other hand is more to do with individual growth that enables the person to realize their potential, not confined to the existing job function. Through training, it is noted employee performance, improvement, staff efficiency results to career development (Armstrong, 2007). It hence facilitates personal and professional development for employees enabling them to achieve their full performance potential and contribute to the high production levels in the organization. It also provides employees with essential skills to enable them to perform efficiently in their work (Rynes, 1998). It

brings employees up to another level of performance as it creates increased job performance, increased employee motivation, increased efficiencies in processes which results to financial gain, increased capacity to adopt new technologies and methods amongst others. It is a way of enhancing employees knowledge, understanding and skills, enhancing employee capacity to perform due to increasing understanding and knowledge is converted to skills on application (Thierry, 2002). Training in particular is expected to nurture creativity, critical thinking, produce innovative and adaptive Human Resource with appropriate skills, improve attitude and values for wealth creation, employment and prosperity.

Training can be initiated for a variety of reasons for an employee; for example; when a performance appraisal indicates employee performance improvement is needed as part of an overall professional development program; as part of succession planning to help an employee be eligible for a planned change in role in the organization; to test the operation of a new performance management system and to train about a specific job. Employee training and development can be either on communication, computer skills, ethics, human relations, safety and so on. (Armstrong, 2007). It is influenced by top management support, technological advances, organization strategy and behavior science knowledge. It hence fills in both employee performance gap and proficiency gap. Training programs are directed towards maintaining and improving current job performance while development programmes seek to develop skills for future jobs (Stoner and Freeman, 1992).

Humphrey (2001), observed that training and development can be done through coaching, mentoring, business games, case study, video tapes, role playing, job rotation,

simulations and demonstrations amongst others. Before conducting training, the employee should know it's merits and what he/she will gain from it. It also encompasses the development of relevant skills to the current staff occupation e.g. leadership training for managers and equipment training for technicians. Employers should therefore provide employees with training opportunities so as to expand their skills and knowledge levels hence the organization will benefit from the additional expertise individuals bring in to the job after training. It enhances employee commitment to the organization while at the same time it enhances the capacity building of the organization Human Resource. It can be done through seminars and workshops that are led by qualified facilitators or trainers. Those who qualify after are engaged in added responsibility while those who are multi-skilled have their jobs enlarged so as to enjoy a wider span of career growth. Training and development results to career development, management development and job enrichment (Armstrong, 2007).

A survey of 343 trainees from a broad range of Norwegian service organizations (international journal of training and development) showed that the relationship between perceived training opportunities, and both task performance and citizenship behaviours were fully mediated and that the relationship between perceived training opportunities and turnover intention was partially mediated by employee intrinsic motivation. In addition, intrinsic motivation was found to moderate the relationship between perceived training opportunities and organizational citizenship behaviours. Firm level surveys conducted in Kenya in 2004 also established that close to 20% of firms rated inadequate skills and education of workers as a major obstacle to growth and labour productivity (World Bank, 2004). It is therefore, important to have adequately trained staff for the overall competitiveness of an organization.

On-the-job training, a distinct form of skills formations is perceived to be more effective and economical since employers are more informed about skills needed at firm level and expertise and resources required to train in emerging skills needs. On-the-job training is also an important complement of new investment in technology, plant equipment and organization methods. However, many firms particularly in most developing economies do not provide on-the-job training, perhaps due to cost implications (Hall, 2000).

There are three types of vocational training systems relevant to development of technical skills (Hall, 1999; 2000). These include cooperative system, enterprise based system and state driven system. Under the cooperative system, skills development is an important task undertaken by employers, employees and government. For instance, in Germany, employers offer apprenticeship in all sectors, with active involvement of chambers of industry and commerce in registering apprenticeships and setting qualification standards. Employers cover half of the cost of training in public vocational schools while apprentices contribute by taking lesser wages compared to market rates. Enterprise based training, commonly practiced in Japan, involves massive on-the-firm skills training to long-term employees. The state driven skills formation system involves government providing the fast changing skills needed in both public and private sectors, for instance in Korea. Skills development and training system in Kenya is governed by a wide range of legislative frameworks under different public agencies that provide guidelines on provision of training activities leading to poor coordination, duplication of activities and inefficient utilization of available scarce resources. A review of the legislative and institutional of technical education and skills development would assist address this challenge (KIPPRA June, 2007).

Kidombo (2004) in her discussion paper on Power and Dependence in the Distribution of Training opportunity (UoN) proposes the adoption of a policy that ties the manager's rewards to employee performance. Such a policy would encourage manager's to put more effort in training and development needs of their subordinates. Best practice for implementing training and development activities in an organization should include:-

The progressive or periodic conduct of a workshop training needs analysis; Formulation of in-house, or outsourcing of training programs to enhance core skills needed for existing job functions; Personal development plans for all employees.

According to study carried out at the UN offices in Nairobi, by Ogutu (2006), it was concluded that, training is one of the most important way of motivating employee and making them remain loyal to the organization since they will feel there is future growth and progression.

2.5 Recognition of employees performance

Heathfield (2005), a member of the Society for Human Resource Management (SHRM) and the American Society for Training and Development (ASTD). Employee recognition is not just a nice thing to do for people. Employee recognition is a communication tool that reinforces and rewards the most important outcomes people create for business. When you recognize people effectively, you reinforce, with your chosen means of recognition, the actions and behaviours you most want to see people repeat. An effective employee recognition system is simple, immediate, and powerfully reinforcing. When you consider employee recognition processes, you need to develop recognition that is equally powerful for both the organization and the employee. People

also like recognition that is random and that provides an element of surprise. If you thank a manufacturing group every time they make customer deliveries on time with a lunch, gradually the lunch becomes a "given" or an entitlement and is no longer rewarding.

Heathfield (2005), rewards and recognition that help both the employer and the employee get what they need from work are a win-win situation. Awards in terms of performance can influence employees to work harder. It is important for supervisors to Award good performance of employee and not just the employees in Research, but also the other support staff including the staff working in the fields. At ICRAF, Awards of excellence are mostly given to Researchers and Scientist since they work directly on the core functions on the organization. But there are other support staff who give help to them. Apparently, these employees are not Awarded as such despite the effort they put to support the researchers and scientists.

Promotion as a form of recognition is the appointment of an employee to an internal position requiring higher qualifications such as greater skills or longer experience and involving a higher level of responsibility, higher rate of pay and title change (Armstrong, 2007). Through this exercise internal employees are given an opportunity to be evaluated in terms of quality, experience and potential for new positions in the organization. It is made without regards to the race, colour, sex, religion, age, ethnic origin or disability of the employee. It is only eligible to those internal employees who have worked in the organization for a minimum of six months.

According to Cole (1993) the procedure of a promotion starts with a new position being advertised in the department of human resources and all employees who desire to apply

for the position express their interest by applying for the position. Supervisors or departmental heads can recommend employees as candidates for promotion. On short listing the applicants the applications qualified candidates are interviewed by the head of the department in which the job opening occurs. When the suitable candidate is selected, he is placed on a probation period for a minimum period of three months.

Promotion in an organization does enhance overall improved work performance (Humphrey, 2001). This is because employees will always perform at their best so that they can be considered for possible new appointments in the organization should a chance arise. This exercise hence contributes to employee performance because they draw attention to their present performance in the job so as to be considered for promotion in relation to their contribution to the organization. It helps improve and employee current level of job performance as it provides a basis for future consideration for new positions in relation to employee contribution and performance to the organization (Riketta, 2002). Kidombo (2004) in her paper on power dependence in the distribution of training opportunities proposes the existence of clear and precise human resource management procedures on career progression and promotion and would reduce insecurity about position and authority among managers. The existence and enforcement of policies provides real and psychological confidence thus enabling managers to support the training of their subordinates without fear of losing their positions and authority.

2.5.1 Incentive Scheme

Incentives are those things that are offered in the organization to encourage employees to improve on their performance. It does enhance overall improved work performance because good performance is recognized and rewarded appropriately (Humphrey, 2001).

It is a motivator to the employee as it increases job performance since the employee work with an understanding of how they will be rewarded on performance (Armstrong, 2007).

It is important for an organization to review its incentives package for its employees as it plays a crucial part in the magnitude of job performance of the employees. A good incentive package encourages employees to make full use of their abilities and develop their potentials to achieve set goals and objectives. It is satisfactory when it meets the objectives of both the management and the employee. It should be sufficient for an employee good standard of life. It should also fair for the job so that the employee can be productive and be able to sustain in meeting basic needs like food, shelter and clothing. Incentive should be relevant to what other people in similar positions do either in the organization (Rynes and Gerhart, 2000).

It should portray recognition of one's contribution to the organization as good performance is rewarded with for example; praise, employee of the year award, certificates, field trip amongst others. Incentives should however not exceed organization profitability and cost effectiveness (Saleemi, 1997). Incentives in the reward system enhance improved work performance and general output in the organization. Ongare, (2008) on the effects of ownership structure on firm performance in Kenya, found that employees performed better when they have equity shareholding in the firm due to the sense of ownership of the firm and sense of pride associate with owning a performing organization. In fact, shareholders by holding a significant share of the firm's equity, they have the ultimate power to compel managers to act in their interests and to oppose to the decisions that go against the objective of maximizing shareholder's wealth. The more corporate ownership is concentrated, the more managers are better controlled and the

higher the performance. Equity bonuses can hence be used as a form of incentive to enhance staff performance.

2.6 Remuneration

According to Rynes (1997) remuneration is either a monetary or non-monetary payment for services rendered by an employee to the organization. It can include bonuses in addition to salary upon the achievement of specific targets which have been agreed between management and the employee in question. It is intended to increase motivation for employees to put maximum effort in their work. Another method is the compensation methods which include basic salary, pension, overtime pay among other company benefits. Fringe benefits is another method of remuneration where there is medical cover, insurance cover, house allowance amongst others rather than tangible benefits. Salary is also type of remuneration which is a form of period payment from an employer to an employee, which may be specified in an employment contract. A wage is also a type of remuneration as it is a daily pay paid per unit produced. It is received by a worker in exchange for their labour (Millward and Forth, 2000).

Remuneration is a motivator to the employee as it increases job performance since the employee work with an understanding of how they will be remunerated and rewarded on performance (Armstrong, 2007). It is important for an organization to review its remuneration package for it's employees as it plays a crucial part in the magnitude of job performance of the employees. A good remuneration package reduces grievances by creating an industrial harmony between the employer and the employee as well as encourage employees to make full use of their abilities and develop their potentials to achieve set goals and objectives. It is satisfactory when it meets the objectives of both

the management and the employee. It should be sufficient for an employee good standard of life. Remuneration should be relative to what other people in similar position do either in the organization or elsewhere (Rynes, 1997). It should also portray recognition on ones contribution to the organization and be at par with company's reputation. It should not exceed organization profitability and cost effectiveness (Saleemi, 1997). Application of overtime in organizations produces an acceptable purchasing power particularly among the lower-paid hence it improves employee performance. Remuneration inequality in the reward system does not effect employee performance and general output in the organization hence clarity in remuneration should be made to the employee so that all rules and applications are clear and fair.

According to ICRAF HRU Manual, section 3, basic pay of staff is increased every year according to the percentage rate of inflation for that year. It will be better if ICRAF used distribution of pay based on equity and contribution of employees. The pay raise should be linked to performance which is determined through proper formalized staff appraisal system. A well planned and well executed remuneration system is a sustainable competitive advantage for a company (Morin and Jarrell, 2001). Research has shown that remuneration has an influence on company performance (Low and Kalafut, 2003).

Taylor *et al.*, (2002) interviewed 200 people who had changed jobs about why they left their jobs. Interestingly, this study found relatively few examples of people leaving for financial reasons. They concluded that, other factors played a much bigger role. UNICEF (2006) study found out that, remuneration offered to employees reflects one's worth in the organization. People who earned more were more motivated, worked longer hours and took their jobs more seriously examples being the Managers and middle management team. People who earned less were not very motivated in their work. There

was often cases of absenteeism as people would tend to look for jobs elsewhere. This people rarely worked late or put any extra effort in their work.

2.7 Recruitment of employees

Deloitte & Touche, Executive Search and Selection (2008), noted that, in free market countries the Human Resource profession has adopted a 'best practice' model which fits the prevailing business ideology, (Price, 2004). This model prescribes a quest for the 'right (best) person for the job'. The 'best person' or psychometric model has achieved the status of orthodoxy in free market countries. But different models of recruitment and selection have been developed with a greater concern for personality and attitude than presumed ability. Recruits may be sought who will 'fit in' with the culture of the corporation; who will be content to build a career within the organization; who will absorb the goals of the organization. When recruiting, the candidate should fit in the job and company vision and there is need to look into the requirement of the job e.g. physical strength, mental disabilities, traveling away from home, shifts, long hours of concentration talking and personal appearance. The recruitment Yield Pyramid could be used to determine number of applicants they must generate to hire the required number of new staff while recruiting both the line managers and staff need to work in coordination.

Hall and Goodale (1986) in their book suggest a simple process for recruitment. First is the need to identify recruitment needs via strategic staffing and planning. This is the planning for present and future staff requirements. Various methods have been suggested by scholars and an organization could use the most effective to suite its needs. Second is the need to define each job and conditions of employment: these include salary, benefits, travel, relocations, that is job analysis and prepare a job description. The third step is to prepare a job specification. To get the right applicants a decision on the recruitment

method(s) to reach and attract appropriate people must be made. An appropriate recruitment method means the wrong applicants are reached hence the wrong person for the job which would result in under performance on the job. Once the applications are received, they are reviewed and preliminary interviews are conducted to help prepare a shortlist. Realistic job previews are an important recruiting technique. Finally, the short-listing of qualified applications is done and the selection process is ready to begin.

According to HSU and Leat (2000) planning for present and future staff, job analysis, preparation of job descriptions and job specifications were all more important than recruitment. The recruitment process is viewed as a process of looking for qualified applicants to get interested in a job opening of a firm. More specifically, recruitment serves to increase pool of job applicants with minimum costs, (Gatewood, 1987). It also serves to meet organization legal and social obligations regarding the demographic composition of it's workforce. Finally, it serves to help increase success rate of the selection process by reducing number of applicants who are poorly qualified or have wrong skills.

When a firm decides to recruit they must be able to reach the desired pool of applicants from which they make their selection for job offer. The firm can reach these desired applicants using any one of the following sources. Dessler (1991) indicates both internal and external sources as good sources of candidates as follows: Current employees are the largest source of recruitment. Some survey indicates that 90% of management positions are filled internally (Dessler, 1991). Internally the job openings could be known by employees either through job posting or using informed methods. In the case of job posting, the opening is posted on notice boards, magazines or via memorandums to

departments. The attributes and specifications for the job are posted in the internal advertisement and the qualified staff encouraged to apply. An enterprise could also use skills banks as an internal source of recruitment. The employees will often update the employer of newly acquired skills and knowledge, and the employees file is updated. In the case of job openings, the employer will use skills banks of present employees to source for recruitees.

Recruiting from among the current workforce offers many advantages. Seeing your employees at work on a day-to-day basis will enable one evaluate their particular strengths and weaknesses accurately and choose the most suitable person for the position. The selected employee, with experience of company policies and practices should find it relatively easy to adjust and quickly settle into his new role. Minimal time, effort and money will need to be spent on induction and training. Knowing that the company recruits from within ought to please and motivate all staff. They will feel important and highly valued since it appears that you immediately turn to them whenever a vacancy occurs. Their work rate and performance should improve as well as they will realize that increasing job opportunities are available to them if they are industrious and successful at their jobs.

Educational institutions are a good source of management trainees. The aim is to screen potential candidates while attracting them to the organization. On campus recruitment however, comes with a few problems. First, it is time consuming and expensive for the recruiters perspective. Visiting various colleges and screening numerous students takes time. At the same time recruiters are sometimes ineffective and are unprepared while showing little interest in candidates, sometimes they even act superior hence discouraging

the candidates. In their study, HSU and Leat (2000), agree with culturally relativist arguments that recruitment practices are culturally sensitive across national boundaries. Recruitment methods also vary significantly with company size. According to a study by Deloitte & Touche Executive Search and Selection (2008), it was noted that, it is more important to always fill in recruitment positions by external applications. The study noted that, once an employee has stayed with an organization for a very long time, they may not be very motivated in bring in new ideas, but may want to maintain the status quo. People coming in from outside will bring in the changes and thus improve productivity. However, this should be done in a sensitive manner and not to frustrate the employees whom if they feel left out, will always start looking for jobs elsewhere.

2.8 Performance

Performance is the act of carrying into action; achievement, accomplishment or representation by action. Performance measurement uses the following indicators as well as assessments of those indicators: Quantity is the number of units produced, processed or sold is a good objective indicator of performance. Quality means the quality of work performed can be measured by several means. The percentage of work output that has been rejected is one such indicator. Timeliness is how fast work is performed it is another performance indicator that should be used in caution. Cost-effectiveness is the cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs. Absentism is when an employee is not performing when he/she is not at work. Other employees' performance may be adversely impacted by absences. Adherence to Policy may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviation from policy indicate an employee whose performance goals are not well aligned with those of the company.

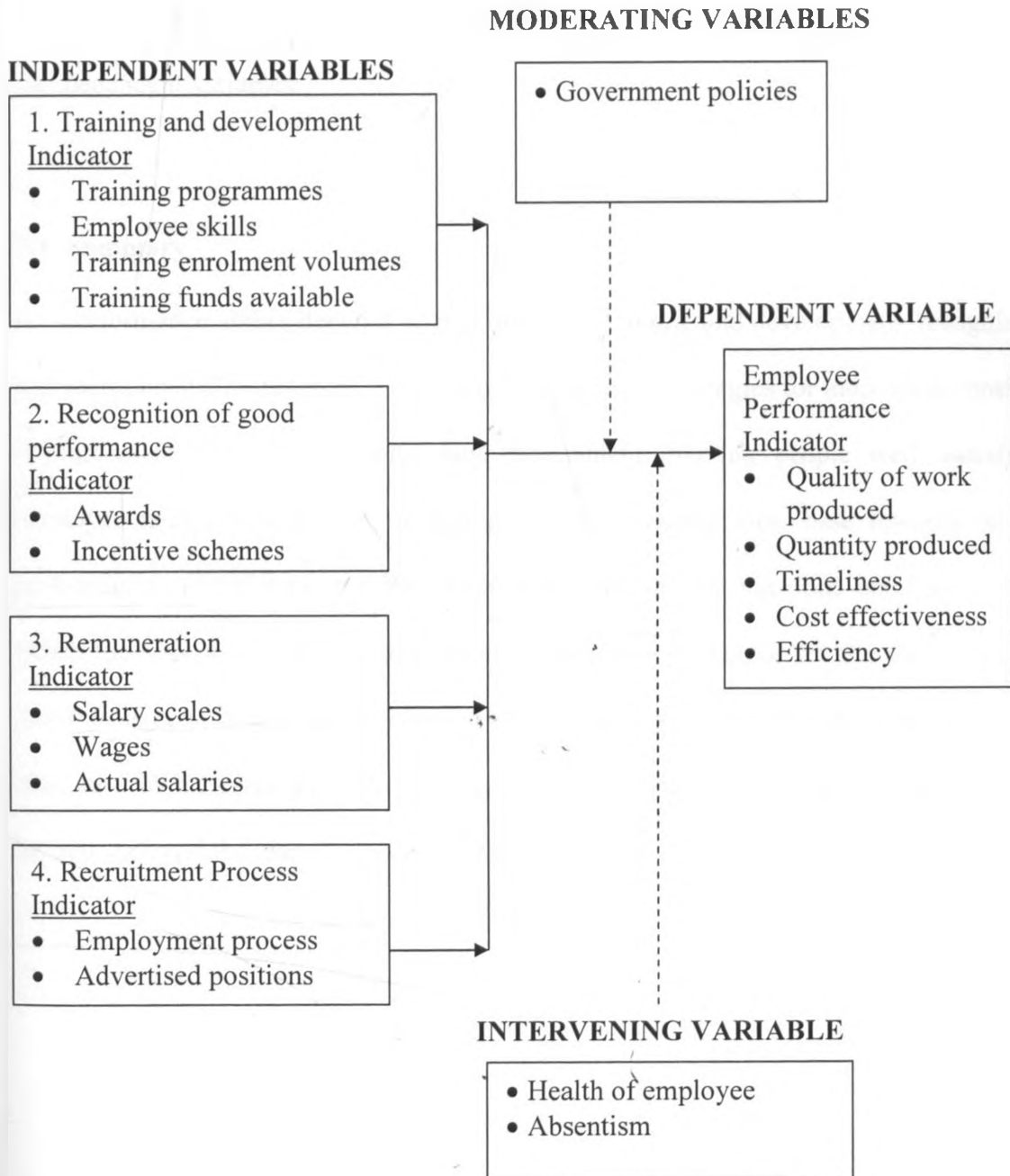
Performance indicators must be assessed by some means in order to measure performance itself. Some of the ways in which performance is assessed from the aforementioned indicators include: Manager Appraisal, which is when a manager appraises the employees' performance and delivers the appraisal to the employee. Manager appraisal is by nature top – down and does not encourage employees active participation. It is often met with resistance, because the employee has no investment in it's development. Self Appraisal is when the employee appraises his/her own performance, in many cases comparing the self appraisal to managements review. Often self appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations. Peer Appraisal is when employees in similar positions appraise the employees performance. This method is based on the assumption that co-workers are most familiar with an employee's performance. Peer appraisal has long been used successfully in manufacturing environment, where the objective criteria such as units produced prevail. Recently, peer appraisal has expanded to white-collar professions, where soft criteria such as "works well with others" can lead to ambiguous appraisals. Peer appraisals are often effective at focusing an employee's attention on undesirable behaviours and motivating change. Team Appraisal is similar to peer appraisal in that members of a team, who may hold different positions are asked to appraise each other's work and work styles. This approach assumes that the team's objectives and each member's expected contribution have been clearly defined. Management By Objectives (MBO) is when employee's achievement of objective goals set in concern with his/her supervisor is assessed. The MBO process begins with action statements such as; "reduced rejected parts to 5%. Ongoing monitoring and review of

objectives keeps the employee focused on achieving goals at the annual review, progress towards objectives is assessed, and new goals are set.

Obondo (2003) in his M.A. thesis points out that, for the improvement of employee performance, the researcher needs to examine two main areas. These are firstly, qualification of the employee and secondly, the environment in which the employee is working. Many changes that occur often affect eh later and not the former. This amounts to ignoring the fact that the caliber of those employees employed in the organization determine the end results. There are many indicators of performance. The various assessment methods can be used in combination.

2.8 Conceptual Framework

Fig. 1: Training and Development Recognition, Remuneration and Recruitment relationships to employee performance.



The conceptual framework shown in Figure 2.2 indicates the relationship between dependent variable, that is employee performance and independent variable that is, training and development, remuneration, recognition and recruitment. How the independent variables affects the dependent variables. The dependent variable is as a result of the independent variable. On the other hand, the moderating variables affects the independent variables while the intervening variables affects both the independent and dependent variables.

2.9 Summary

Job performance ability depends among others on training and development, recognition, remuneration and recruitment. There are broadly seven strategies for motivation; positive reinforcement, effective discipline and punishment, treating people well, satisfying employee needs, setting work related goals, restructuring jobs, base rewards on job performance. At ICRAF, the Performance Evaluation (P.E.) is done once per year in which the supervisors make judgment of employee performance for the previous year. The P.E. is done in a matter of hours to make judgment of a whole year's work that has been done by the employee. There is a gap between an individual's actual state and some desired state and the manager needs to reduce the gap.

CHAPTER THREE:

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter details the approach that was used by the researcher for data collection and analysis; research design, population, sampling procedure, operational definition of variables, data collection methods, data collection instruments, reliability of collection instruments, validity of collection instruments and data analysis techniques.

3.2 Research Design

In this study, the qualitative and quantitative paradigms were used. Qualitative research allowed the researcher to exercise judgment and do appraisal and interpretation of the factors that influence employee performance at ICRAF. Although an event is best understood and described contextually, qualitative research allows us to understand the social context better. The research design adopted in conducting this study was descriptive survey research design. It was seen appropriate because it involved collecting data in order to answer questions on current status of subjects of the study. Kothari (1985) recommends descriptive design as it allows the researcher to describe, record, analyze and report conditions that exist or existed. This survey design was considered to be particularly well suited to researchers, which study the individual as a unit of analysis as an excellent vehicle in measuring for generalization. The purpose of this study justified the use of survey.

3.3 Target Population

The population consisted of all CG centers hosted at ICRAF. The study targeted staff members in both the professional and General Service categories from sections.

Table 3.1 Target population

CG CENTER	CATEGORY	NO. OF STAFF/TARGET POPULATION
CIMMYT	Professional Staff	8
	General Staff	12
ICRAF	Professional Staff	8
	General Staff	12
Bioversity	Professional Staff	8
	General Staff	10
Gender & Diversity	Professional Staff	8
	General Service	12
TOTAL		78

3.4 Sampling Procedure

Sampling is the process of obtaining information about the entire population by examining only part of it (Kothari, 1985). The sampling procedures are methods that are used to select an element from the population that will be included in the sample. The sampling method that was used was stratified random sample design. This is because the population comprised of different categories of staff. Staff in all grades were reached. The researcher collected information from people from different backgrounds, cultures, educational levels, gender and experience. Such diversity tended to give balanced views.

The CGIAR centers at ICRAF, both with Professional staff and General staff were selected using random sampling method. The centers hosted at ICRAF were listed down as per table 3.1 above. The researcher then prepared a separate list of both professional and general staff's of the institutions. Every professional staff and general staff of all the CGIAR centers at ICRAF were given a number, the numbers were placed in a container and the researcher picked any number by random. Both men and women were included in the sample to ensure that gender bias would not skew the results.

Table 3.2 Sampling design table

CATEGORY	NO. OF STAFF/TARGET POPULATION	SAMPLE SIZE	RATIO (in %)
Professional	40	22	27.3%
General Service	83	54	72.7%
TOTAL	123	78	100%

3.5 Research Instruments

In this research, the researcher used interview guides and questionnaires. The researcher developed research instruments, a survey questionnaire and a structured interview guide to measure the variables. Interviews are useful for gathering in-depth information about the viewpoint and opinions of a limited number of respondents. The interview guide was used to collect data about the employee performance, recognition, education and development and recruitment. Questionnaires were used to collect data from a large population. The questionnaire was divided into the following: General information, training and development, recognition and recruitment. This helped gather data on the independent variables. The dependent variable, employee performance was measured by

interviewing the respondents if there are factors that are influencing employee performance that will need us to look at. The questionnaire and interview guide were prepared in English.

3.6 Instrument Validity

Mugenda and Mugenda (1999), defines validity as the accuracy and meaningfulness of inferences which are based on the research results. Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. It is the correctness and reasonability of data. Validity refers to getting results that accurately reflect the concept being measured. In order to test and hence improve validity of the results, the researcher used both the questionnaire and interview guide.

3.7 Instrument Reliability

Mugenda and Mugenda (1999), defines reliability as a measure of the degree to which a research instrument yields consistent result or data after repeated trails. Berg (1998) explains that, the use of consistent and systematic line of questions for even unanticipated areas is particularly important for reliability and for possible replication of a study. An interviewers ability to accurately read lines and cues offered by an interviewee and to play effectively to them is not some insincere ploy intended to obtain desired information. The researcher used consistent and systematic questions in both the questionnaires and the interview guide. The questions were related to the subject of the study and organized into themes of the study.

3.8 Operational Definition of Variables

Indicators were denoted by the main variables under the study in order to render them measurable.

Table. 3.3 Operational definition of variables

VARIABLE	TYPE OF VARIABLE	INDICATOR	MEASURE	SCALE OF MEASUREMENT	TOOL OF ANALYSIS
Employee Performance	Dependent	Work Performance Evaluation of workers	Percentage score	Nominal	Descriptive Analysis
Training & Development	Independent	Volumes of enrolment Training programmes	Number of relevant courses successfully completed	Nominal	Descriptive Analysis
Recognition of good performance	Independent	Promotion policies Internal vacancies	How many Awards received	Nominal	Descriptive Analysis
Remuneration	Independent	Salary scales Actual salary	Amount Level	Nominal	Descriptive Analysis
Recruitment	Independent	Level of education of staff employed	Highest Level of education completed	Nominal	Descriptive Analysis
Tension at work place	Moderating	How many riots have been there in the organization	Relationship of employer and employee	Nominal	Descriptive Analysis
Government policies	Moderating	The rules set by the government especially on taxes	Tax returns	Nominal	Descriptive Analysis

3.9 Data Collection

During the study, primary and secondary data were collected to be used in making various recommendations and conclusions. Questionnaires were chosen as the main source of primary data because they provided the author of this paper with detailed individual feedback which gave a more accurate picture of the levels of morale in the organization. Questionnaire are also quicker to administer since the author can prepare a large number, distribute each of them and collect them all at once for data analysis at her convenience as opposed to trying to schedule times for meetings. To resolve the problem of 'doctored' answers, questionnaire was administered on confidentiality basis. The secondary data was obtained from journals, newspapers, files at Human Resource Unit.

3.10 Data Analysis

After collecting data, the researcher organized it according to its type as used in the study. The researcher organized data ensuring that the raw data has been edited to free them from inconsistencies and incompleteness. This involved the scrutiny of the instruments in order to detect and reduce as much as possible, errors, incompleteness, misclassification and gaps in the information obtained from the respondents. Qualitative data generated from questions was organized into themes, categories, and patterns pertinent to the study. The results from the analysis were presented using tables of frequencies and percentages.

The data generated in the study was qualitative and quantitative in nature, in order to extract useful information on the data collected, the data was edited for accuracy, uniformity, consistency and completeness and arranged to enable coding and tabulation

before final analysis. Data collected was analyzed on the basis of research questions posed. The data was presented in tables. The researcher interpreted them and drew up conclusions and recommendations.

3.11 Summary

The study was a case study of ICRAF and the descriptive studies have been mostly used to determine the factors that influence employee performance. To collect necessary data for the study, the researcher used both secondary and primary data. Interviews were conducted so as to obtain descriptive information from the staff regarding their personal view on the reward system in the organization. A structured interview guide was used to ask detailed questions so as to ensure that areas of concern are fully covered. The sampling procedure used was stratified random sampling method from both professional staff and general staff. The target population was further stratified into four strata; on each stratum a simple random method was used to select a sample population for the study to enable the researcher seek opinions at various levels in the organization. A pilot study was done at Pathfinder International, where some questionnaires were distributed to staff members to test the instruments.

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CHAPTER FOUR:

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data that was analyzed in order to give a clear picture of the findings and for purposes of comparison with the expected findings. The material was summarized in table form to bring out the significant features. The data was collected in its raw form and required intensive analysis in order to classify it into meaningful categories. Proper analysis assisted in making comparisons of the different reactions from the responses which guided in the formulation of the conclusion and recommendation.

Table 4.1 Response Rate

Staff member	Sample size	Actual response	No response	Actual response (%)
Professional Staff	30	20	10	75
General Service	30	20	10	75
Total	60	40	20	

4.2 Questionnaire Return Rate

Out of 60 questionnaires distributed to staff members 40 were returned. The shortfall of the responses was from a few staff members who were uncooperative in responding to the questionnaire. 75% response rate achieved which was evenly balanced and unbiased between professional and general staff. The total number of 40 meets the threshold for a

normal distribution for measures of central tendency such as mean, median and mode and/as such can be used to inform on the population it was drawn from.

Table 4.2 Personal details

Age group	Frequency	Percent
20 – 30 years	5	16.7
31 – 40 years	15	33.3
41 – 50 years	17	40.0
51 years and above	3	10.0
Total	40	100.0

4.3 Personal details

Responses were received from staff in both categories of employment and from different age groups. The responses are therefore representative of the feelings of staff from both the General Service and Professional categories and also of staff members who have been in service for a number of years as well as those who may be recent entrants in the organization. Most response was received from staff members on age group 41-50 years who responded 40% and the least respondents was received from age 50 years and above who responded 10%.

4.4 Performance of employees

Table 4.3 is giving information on the dependent variable of my study which is employee performance addressing the benefits of performance enhancement elements.

Table 4.3 Benefits of performance enhancement elements

	No. of respondents	Percentage (%)
Yes	32	93
No	8	7

The respondents actually had a good understanding of what performance is. A majority felt the performance was good and they enjoyed working in the organization. The results indicated in Table 4.3 show that majority of the respondents felt that they do derive benefits from the performance enhancement elements in the organization with 93% and only 7% felt there were no benefits.

Table 4.4 is giving information on the dependent variable of the study which is employee performance addressing the effects of performance enhancement elements.

Table 4.4 Effects of performance enhancement elements on performance

	No. of respondents	Percentage (%)
Yes	36	96
No	4	4

As illustrated in the Table 4.4, majority of the respondents with 96% felt that the performance enhancement elements affected their performance and they reflected the employer acknowledgement to their contribution and only 4% felt the elements had no effect on their performance.

96% of respondents felt that remuneration should be highly considered, followed by incentives, training and development and lastly promotion. This means that all the four

factors do play a big role in enhancing employee performance. However, a number of respondents indicated their preference for recognition, “incentives and pay without recognition has no meaning” they claimed.

4.5 Training and Development

Majority of the respondents described training & development as the process of acquiring more skills and knowledge for improved performance. Others felt that it is the acquisition for knowledge and skills for the purpose of applying it in one’s job and improve job performance while at the same time improve their efficiency and productivity hence it is important.

Table 4.5 relates to the first objective in this research study. It is an independent variable addressing if training and development influences employees performance.

Table 4.5 Training Opportunities for employees

Employees	Yes	No	Percentage (%)
Professional staff	88.9%	11.1%	100.0%
General service staff	21.7%	78.3%	100.0%

Table 4.5 shows there are training opportunities at ICRAF. 88.9% of professional staff felt that there was training opportunities and 21.7% of general staff felt that there were training opportunities within the line of their jobs. Training opportunities were skewed towards the professional staff. This shows a weakness or opportunity as an organization as better trained general staff is an opportunity to increase the output of professional staff and also, influence employee performance.

Table 4.6 relates to the first objective in this research study. It is an independent variable addressing if training and development influences employees' performance, this table is looking into the years the employees have stayed with the organization and there level of training.

Table 4.6 Years of employment and training level

Years of service	Yes	No	Percentage (%)
0 – 5	80.0%	20.0%	100.0%
6 – 11	72.7%	27.3%	100.0%
12 – 20	50.0%	50.0%	100.0%
21 and above	66.7%	33.3%	100.0%
Total	70.0%	30.0%	100.0%

The Table 4.6 shows that more new entrants have attended training showing a good opportunity for orientation to the job, this is good for the organization. Older members need also be encouraged to take up new skills in a dynamic workplace.

Table 4.7 relates to the first objective in this research study. It is an independent variable, this table is looking at the opportunities for cross-training that are given by the organization to their employees.

Table 4.7 Opportunities for Cross-training

Employees	Yes	No	Percentage (%)
Professional Staff	97.0%	3.0%	100.0%
General Staff	3.0%	97.0%	100.0%
Total	100.0%	100.0%	100.0%

Response received according to the table above shows that, 97% of professional staff agreed that there was opportunities for cross-training, while 3% of general staff agreed that there was room for cross training. This means that, the cross trainings are normally offered to professional staff with no regard to the general staff. It is important for the general staff to be trained even if on small issues regarding the core activities of the organization. This will benefit organization as they will have some information to give to visitors when asked and there is no professional staff around. It will also make them feel involved and will influence them to work harder to the goals.

Table 4.8 relates to the first objective in this research study. It is an independent variable addressing if training that was given to the employee was relevant to their work.

Table 4.8 Training and relevance to your work and position

Staff member	Yes	No	Percentage (%)
Professional staff	94.4%	5.6%	100.0%
General staff	66.7%	33.3%	100.0%

Response received according to table 4.8 shows that, 94.4% of professional staff felt the training they took was relevant to their work and position while 66.6% of general staff felt that, the training they took was relevant to their work and position. This means that, training attendance was highly relevant by 83%. General appreciation of training thus should be encouraged. This means that, the tool should be and is being used by the management as part of the performance enhancement system in the organization.

Table 4.9 relates to my second objective in this research study. It is an independent variable addressing how recognition influences employees work performance.

Table 4.9 Recognition of employees' performance

Performance Scores	Professional Staff	General Staff	Percentage (%)
Excellent	90.0%	10.0%	100.0%
Very Good	85.7%	14.3%	100.0%
Good	33.3%	66.7%	100.0%

Response received as per table above indicated that, there was more recognition given to professional staff compared to general staff. This makes the professional staff to be motivated and look forward to more achievements and recognitions. While the general staff would feel left out and hence will be de-motivated in their work. This tool needs to be used equally to professional staff and general staff. It shows that general staff vacancies are filled in by external candidates and minimal opportunity is given to internal employees. Most of the respondents felt that promotion should be on the basis of employee's general performance. Qualifications and skills also scored high as basis of promotions. None of the respondents felt that promotion should be on the basis of pay structure. This means that the management should consider factors such as performance, qualifications and skills during a promotion exercise. Respondents agreed that promotion does enhance overall improved work performance because employees will always perform at their best so that they can be considered for possible new appointments in the organization.

4.6 Remuneration

Table 4.10 relates to the third objective in this research study. It is an independent variable addressing the extent to which remuneration affects staff performance.

Table 4.10 Rate of pay with the other employees

Staff member	Excellent	Good	Satisfactory	Total
Professional Staff	55.6%	39.9%	32.2%	100.0%
General Service	8.3%	33.3%	58.3%	100.0%

Response received indicate as per the Table 4.10 that, professional staff felt their pay was excellent and they were okay with it. General staff felt their pay was satisfactory and therefore were not okay with it. The pay needs to match the staff members efforts and should not be discriminative as it appears above between professional staff and general staff. Overall, the respondents said that attractive remuneration stimulate their productivity and increase their levels of contribution into the organization as it makes them feel appreciated and rewarded in accordance with the value of their efforts.

The respondents felt that remuneration in terms of either monetary or non-monetary payment for services rendered by an employee should reflect their value in the organization as this motivates them to work harder and be more productive hence increasing their general performance. They also felt that remuneration should also be fair for the job so that the employee can be productive. Others said that the remuneration package should be structured in such a way that it is able to sustain the employees in meeting basic needs like food, shelter and clothing.

4.7 Recruitment of employees

Table 4.11 relates to the fourth objective in this research study. It is an independent variable addressing the extent to which recruitment affects staff performance it refers to the years the employees have worked in the organization.

Table 4.11 Years of employment in the CGIAR

Years of service	Yes	No	Percentage (%)
0 – 5	12	33.3	33.3
6 – 11	15	36.7	36.7
12 – 20	8	20.0	20.0
21 and above	5	10.0	10.0
Total	40	100.0	100.0

Table 4.11 shows that, 63% had worked for more than 5 years, meaning the sample was well distributed and thus able to capture organization history as well as opinion of new members.

Table 4.12 relates to the fourth objective in this research study. It is an independent variable addressing the extent to which recruitment affects employee performance, it refers to the type of contract the employee has with the organization.

Table 4.12 Type of contract of staff member

Type of contract	Frequency	Percentage	Professional Staff	General staff
Short term	3	7.5	0	3
Fixed term	30	75.0	15	15
Permanent	7	17.5	2	5
Total	40	100.0	17	23

Table 4.12 gives insight to the influence of different employment structures on the issues under study by disaggregating views by different employment terms. The table shows

that, 75% of staff are employed under fixed term basis and 7.5% of staff are employed under short-term basis and another 17.5% have permanent employment. The staff employed under short-term basis are only General staff and there is no professional staff employed under short-term basis. There is more emphasis given for the professional staff.

Table 4.13 relates to the fourth objective in this research study. It is an independent variable addressing the extent to which recruitment affects staff performance it refers to the type of contract the employee has with the organization.

Table 4.13 Recruitment of job vacancies

Type of contract	Frequency	Percentage	Professional Staff	General staff
Recruitment is fair	32	90	30	2
Recruitment is unfair	8	10.0	2	6
Total	40	100.0	32	8

Table 4.13 shows that, 90% of staff felt that the recruitment was done based on education qualifications and 10% of staff felt that the recruitment was not done based on education qualifications. The general opinion is that recruitment process is fair.

4.8 Pearson's correlation analysis

The correlation on variables reflects the degree to which the variables are related. The most common measure of correlation is the Pearson Product Moment Correlation (called Pearson's correlation for short). When computed in a sample, it is designated by the letter "r". Pearson's correlation reflects the degree of linear relationship between two

variables. It ranges from +1 to -1. A correlation of +1 means that there is a perfect positive linear relationship between variables.

4.8.1 Training and Development

The relationship between the extent to which training and development influence work performance for employees as examined using 2-tailed Pearson Correlation. The 2-tailed test is used to test the relationship correlation.

Table 4.14 Pearson correlation relationship on training and development

Correlations Sig. (2 – tailed)	Influence of training and development to employees work performance	Results obtained
		0.63

Correlation or $r=0.63$ is significant at 90% level of confidence

There is a strong positive correlation between the training opportunities offered and the performance of the employee at the organization. The Pearson correlation statistics from the SPSS computation on Table 4.14 indicate correlation coefficient of $r=0.63$. The results indicate that younger employees by age mostly thought that, education and development influences them most in their work performance. Therefore, the training opportunities influence employee performance in a strong positive way. This finding is in line with the descriptive statistics that show training was important factor in influencing employee performance.

4.8.2 Recognition of good performance

The relationship between recognition of good performance and influence to work performance for employees as examined using 2-tailed Pearson Correlation.

Table 4.15 Pearson correlation relationship on recognition of good performance

Correlations	recognition of good	Results obtained
Sig. (2 – tailed)	performance and influence to employees work performance	0.75

Correlation or $r=0.75$ is significant at 95% level of confidence

The pearson's correlation statistics test from the SPSS computed on Table 4.15 indicate correlation coefficient $r=0.75$. The results show that, people who have stayed in the organization for less years believe that recognition contributes to good work performance. Therefore, the recognition of good performance influence employee performance in a very strong and positive way. This finding is in line with the descriptive statistics that show recognition of good performance was important factor in influencing employee performance.

4.8.3 Remuneration

The relationship between remuneration and influence to work performance for employees as examined using 2-tailed Pearson Correlation.

Table 4.16 Pearson correlation relationship on recognition remuneration

Correlations	remuneration and influence to	Results obtained
Sig. (2 – tailed)	employees work performance	
		0.75

Correlation or $r=0.75$ significant at 95% level of confidence

The Pearson correlation statistics test from the SPSS computed on Table 4.16 indicate correlation coefficient $r=0.75$. The results show that, employees in the organization believe that remuneration contributes to good work performance. Therefore, a good pay influence employee performance in a very strong and positive way. This finding is in line with the descriptive statistics that show remuneration is an important factor in influencing employee performance.

4.8.4 Recruitment Process

The relationship between recruitment and influence to work performance for employees as examined using 2-tailed Pearson Correlation.

Table 4.17 Pearson correlation relationship on recruitment process

Correlations	recruitment and influence to	Results obtained
Sig. (2 – tailed)	employees work performance	
		0.77

Correlation or $r=0.77$ is significant at the 97% level of confidence

The Pearson correlation statistics test from the SPSS computed on Table 4.17 indicate correlation coefficient $r=0.77$. The results show that, employees in the organization believe that recruitment of employees with good education qualifications contributes to

good work performance. Therefore, recruitment of employees who are qualified influence employee performance in a very strong and positive way. This finding is in line with the descriptive statistics that show recruitment is an important factor in influencing employee performance.

4.9 Summary

These findings of the study shows that there is a positive relation between the performance enhancement elements and employee performance. The elements incorporate both financial rewards and non financial rewards. Employee performance can be realized by a well constructed performance enhancement system which will attract and retain an effective work force. Components such as remuneration, training and development, recognition and recruitment should be well integrated into the system to enhance employee performance.

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CHAPTER FIVE:

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings of the study. Based on these findings it makes conclusions and recommendations on the factors influencing employee performance at ICRAF. The chapter is organized into the following sections; summary of findings, discussions and conclusions based on objectives of the study and thereafter recommendations on further area of research.

5.2 Summary of Findings

The findings indicated that factors that influence employee performance were directly related to satisfactory performance. It was also evident from the findings that, motivation was highly dependent on management's commitment and concern for its staff needs on the job and welfare. Any diverge from this would affect the staff moral and lead to poor performance.

The strength of expectation was based on past experiences but individuals are frequently presented with new situations for example, changes in technology which may change the process of work, change in job, remuneration system, which could all reduce or increase moral in an individual.

The findings also showed what negative or positive effects came about on application of the motivational tools in either increasing or decreasing the performance of staff. No one individual had the same mixture of strengths and needs. For example, one

individual viewed more money as opposed to recognition as a motivational tool. Management must recognize these differences and should be able to predict that motivational tools would enhance the performance for each staff.

5.3 Discussions of Findings

Basic respondents noted that recognition and appreciation for good performance was to them a motivational factor. When this had been done, it was by simply acknowledging hard work and efforts put into work and by notes of appreciation. Support for each other and teamwork was another factor that influenced performance. Self motivation was also a way in which staff used to perform better. Staff felt that they had the duty to perform well and thus used this as their driving force. A small number of respondents were allowed to take up challenging tasks and this enabled them to expand beyond their boundaries. This provided an opportunity to learn more and also made their jobs more interesting.

Few respondents gave their input on how some factors had negatively affected their performance. One factor was unreasonable deadlines which was cited as being a demotivating factor. The respondents stated that these unreasonable deadlines had become common and brought about undue pressure and did not enable the members of staff to put in their best when carrying out their duties. Some respondents also felt that there were no incentives, over and above those offered by the organization and therefore there was nothing to influence them to perform better. Other respondents stated that training could be another motivating factor. They state that they had the desire to learn more and hoped that this would open doors to mobility and promotion.

From the responses it was clear that there are training opportunities offered for staff to train on the line of their jobs. However, it is apparent that these training opportunities are mainly experience by professional staff and the cross-trainings are also given mostly to professional staff. There are very few training opportunities that are given to the general service staff.

Recognition of good performance enables staff members to work harder as evident in the analysis. Since staff members who have been receiving rewards have also been maintaining excellent appraisals. Professional staff at ICRAF are given more recognition than the general staff. The professional staff therefore are more influenced by the recognition they receive to work even harder.

Respondents were to state which benefits already in place motivate them. The following are the benefits which were unanimously stated: Pension scheme, medical and life assurance, group transport for general staff, house allowance, vehicle, education, working hours, working environment with accessible facilities like banks and post office, training, mobility for professional staff whereby they can move either laterally or upwards and to different duty stations, competitive remuneration, flexi-time which gives staff flexibility in their working hours, retirement age of 65 years that allows staff members to work throughout their productive life, exposure to international issues, multicultural atmosphere in which staff members are able to appreciate different cultures, modern office equipment which keeps staff members abreast with ever-evolving technology.

According to the general staff respondents, remuneration was not fair in regards to the professional staff. The general staff were paid much less as compared to the professional staff and both of them work in the same institution. Without the efforts of the general staff the professional staff will not be able to deliver services on their own. This leaves the general staff feeling less motivated and left out.

It was noted that owing to the recruitment policy for certain posts, staff had to be recruited on short-term contracts and sometimes took a long time to go through the process of being confirmed on a fixed-term contract which made the incumbent work indefinitely without knowing whether she/he will get the job. It was also noted that a lot of emphasis was put on experience within the CGIAR system which limited the available resources. Respondents also stated that even though there is a policy on recruitment, some recruitments were based on nepotism even if experience and qualifications were taken in to account. It was also noted that, there lacked transparency in the way that the recruitment process was carried out. On promotion opportunities, there was an echoed response that there were no prospects for promotion even though the respondents achievements of goals and efforts were recognized. Opportunities for promotion only arose when a post fell vacant and staff members on lower grade could apply. This was on very rare occasions.

5.4 Conclusions

Staff members have needs and all of which are interrelated. From findings of the study, the benefits already in place were a motivating factor to the staff. However, this being the case, other motivational factors should not be overloaded and should be put in place so that the employee is not at work just because the organization has a good pension

scheme, but because the motivational tools in place give the staff member a willingness to perform.

5.5 Recommendations

Recommendations were made based on the findings of this study. Sufficient training should be provided to both professional staff and general staff. As an effective management tool, it is important for management to create a shared vision of the purpose of the organization by helping each individual employee to understand their role within the department. In so doing, it is possible to manage and enhance the performance of both the staff member and organization. The employer should manage their human resources and provide sufficient training for management teams.

The following recommendations should assist management in influencing their staff performance. The recruitment though based on education qualification as required, should not be pushed to nepotism. There should be a mixture of tribes to encourage diversity. Staff on lower grades should be encouraged to apply for posts on higher grade which fall vacant either on a short-term or long-term basis.

This process would influence employee performance since staff would feel that their performance is being recognized and can be rewarded with a job on a higher grade. It may also act as a reassurance for those staff members who have been on the same grade for a number of years.

There is a budget line for training needs. Training is being offered more to the professional staff. The general staff also need training in order to give good services to

the professional staff who rely on them. Some general staff also have no information about trainings that are offered. Management should trickle this information from the top to the bottom of the organizations organizational structure. The management should also come up with schedules for cross-training within the sub-units so that all staff know what the other does and also to arm them with multi-skills to prepare them for the ever-changing work environment. The training should also include team-building exercise which would enhance the interpersonal relationships within the organization.

Professional staff members have very good salaries which are way above the general staff. The gap difference in salary for the professional staff and general staff is quite high. There is need of salary survey to regulate the salary in a way that, the professional staff do not earn 1000% more than the general service staff. This can be so discouraging since you are all trying to accomplish the same goal and both are entitled to reasonable pay.

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5.6 Suggestions for Further Research

This study gave attention to factors that influence employee performance. It could not exhaustively cover all the factors that influence performance. More research needs to be done in other areas closely related to this study.

Further research should also be done to exhaustively cover other factors that affect employee performance which the research did not research on due to time constraints as well as limited resources.

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APPENDIX I: LETTER OF INTRODUCTION

School of Distance Education
University of Nairobi
P.O BOX 30197
NAIROBI

Dear Sir/Madam,

RE: M.A. RESEARCH PROJECT QUESTIONNAIRE

The undersigned is a student at The University of Nairobi, pursuing an M.A. degree in Project Planning & Management. As part of the course work assessment, she is required to submit a research project.

The student is undertaking a research on Factors influencing employee performance at ICRAF. As an employee of ICRAF, you have been selected to form part of this study. This is to kindly request you to assist in data collection by taking some time to fill in the attached questionnaire.

All information that you disclose will be used only for this academic exercise and will be treated in the strictest of confidence. Your cooperation will highly be appreciated.

Yours faithfully,

Dorothy Nanzala Nasubo
M.A. Student

APPENDIX II: QUESTIONNAIRE FOR EMPLOYEES.

Introduction

This questionnaire is designed to gather information as part of a research that seeks to study factors influencing employee performance at ICRAF.

Part A: General Information

1. What is your age group?
 - a) 20 - 30 years
 - b) 31 - 40 years
 - c) 41 - 50 years
 - d) 51 years and over

2. How many years have you worked in the CGIAR Center (*Please tick where appropriate*)
 - a) 0-5 years
 - b) 6-11 years
 - c) 12-20 years
 - d) 21 years and above

3. Please indicate in the space provided your current position and/or designation within the institution.....

4. What is your grade? (*Please tick where appropriate*)
 - a) Professional *(Specify)*
 - b) General Service *(Specify)*
 - c) Others *(Specify)*

5. What type of contract are you serving? (*Please tick where appropriate*)
 - a) Short-term
 - b) Fixed-term
 - c) Permanent

Part B: Employee Performance

6. Does your employer carry out staff performance appraisal on its employees?
 - a) Yes
 - b) No

7. How frequently are staff performance appraisals done?.....

8. When were the last 3 staff performance appraisals done?

9. What were your scores in the last 3 staff performance appraisals (please indicate on the table below)

Date	Percentage Score	Score as described in words

Do you believe that these scores reflected a fair assessment of your work performance?

- a) Yes
- b) No

10. If no, please indicate what you believe is a fair assessment of your work performance in the last three periods.

Date	Percentage Score	Score as described in words

Part C: Training & Development

11. Are there opportunities for training within the line of your job that is organized and funded by the department

- a) Yes
- b) No

12. If you answered yes in question 11 above, what are the prospects for promotion thereafter?

.....

13. How frequently are the staff trainings done in a year?

.....

14. Was the training that you took relevant to your work and position?

- a) Yes
- b) No

15. Are there opportunities for cross-training, i.e. on other jobs within the department?
 (Please tick where appropriate)

- a) Yes
- b) No

Part D: Recruitment

16. Is recruitment of job vacancies done based on education qualifications? *(please explain your response)*

.....

.....

17. What is your highest level of education *(Please tick where appropriate)*

- a) Primary Level
- b) O-Level
- c) High School
- d) College
- e) University
- f) Post Graduate

18. To what extent do the following factors influence the recruitment decision?

1-Very large extent 2-Large extent 3-Some extent 4-Less extent 5-Not at all

- | | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| a) The availability of funds/finances | () | () | () | () | () |
| b) The group of applicants desired | () | () | () | () | () |
| c) Organization policy | () | () | () | () | () |
| d) Prevailing environmental circumstances | () | () | () | () | () |

19. Do conflicts ever occur regarding employing of unqualified staff? please give a brief explanation

.....

.....

Part E: Remuneration

20. Is the salary scale and inflation relating to you and your section done in an open and timely manner?

- a) Yes
- b) No

If no, please explain your response briefly

.....

21. How do you rate your pay with the other employees? *(Please tick where appropriate)*

- a) Excellent
- b) Good
- c) Satisfactory
- d) Poor

22. Have you ever experienced any conflicts regarding salary in your organization? *(Please tick where appropriate)*

- a) Yes
- b) No

If yes, please explain your response briefly

.....

Part F: Tension at Work place

23. Is the general working environment comfortable and safe? please explain your response

.....
.....
.....

24. Have you ever experienced any conflicts in regards to mistreatment in your organization? (Please tick where appropriate)

- a) Yes ()
- b) No ()

If yes, please explain your response briefly

25. Are the terms of reference for all employees clearly laid out?

- a) Yes ()
- b) No ()

Part G: Recognition

26. Have you ever been given an Award in recognition of good performance? (If yes, how many).....

27. Which FOUR benefits offered by ICRAF do you consider most important to you?

- a.
- b.
- c.
- d.

28. Are your efforts and achievement of goals recognized and appreciated, please state how this is done

29. Are there any prospects of promotion for you in the Division? (Please tick where appropriate)

- a) Yes ()
- b) No ()

If yes, have you been considered for any?

.....
.....
.....

-End-

APPENDIX III: QUESTIONNAIRE FOR SENIOR MANAGEMENT

Introduction

This questionnaire guide is designed to gather information from the senior management concerning variables in my study that influence employee performance as part of the research.

Part A: General Information

1. Please indicate in the space provided the name of the CGIAR centre that you work for (optional) _____
2. How many years have you been at senior management position at the CGIAR Center (Please tick where appropriate)
 - a) 0-5 years
 - b) 6-11 years
 - c) 12-20 years
 - d) 21 years and above
3. Do you hold any supervisory role in this institution?
 - a) Yes
 - b) NoIf yes, what category of employees do you supervise?
4. What are your terms of employment? (Please tick where appropriate)
 - a) Short-term contract
 - b) Fixed-term contract
 - c) Permanent contract

Part B: Employee Performance

5. As a supervisor, do you carry out staff performance appraisal on your employees?
 - a) Yes
 - b) No
6. How frequently are staff performance appraisal done?.....
7. When were the last 3 staff performance appraisals done?
8. Do you think there is a relationship between staff appraisal and employees performance.
 - a) Yes
 - b) NoPlease explain your answer above.....
.....
.....

Part C: Training & Development

9. Does the organization offer any training programme for its employees?

- a) Yes
- b) No

10. If you answered yes in question 9 above, what are the prospects for promotion thereafter?

.....
.....
.....

Part D: Recruitment

11. What criteria are used for recruitment of job vacancies in your organization? *(please explain your response)*

.....
.....
.....

12. Does the level of employee education have impact on the staffs performance?

- a) Yes
- b) No

Please explain your response.....
.....

13. Do conflicts ever occur regarding employment of unqualified staff? please give a brief explanation

.....
.....
.....

Part E: Remuneration

14. How do you rate your employees pay with other similar institutions? *(Please tick where appropriate)*

- a) Excellent
- b) Good
- c) Satisfactory
- d) Poor

15. Have you ever experienced any conflicts with regard to employee salary in the organization? *(Please tick where appropriate)*

- c) Yes
- a) No

If yes, please explain your response briefly

16. Are employees involved and/or consulted when awarding salary?.....

.....
.....

Part F: Tension at Work place

17. As a supervisor, do you feel that the general working environment is conducive and safe? *(please explain your response)*

.....
.....
.....

18. Have you ever experienced any conflicts in regard to mistreatment of employees in your organization? *(Please tick where appropriate)*

- a) Yes
- b) No

If yes, please explain your response briefly

.....

.....

19. Are the terms of reference for all employees clearly laid out?

- a) Yes
- b) No

Part G: Recognition

20. Does the organization give Awards in recognition of good performance? *(Please explain)*.....

.....

21. Do you think the employees are satisfied with the type of Awards they receive in recognition of good performance?

- a) Yes
- b) No

If yes, please explain your response briefly

.....

.....

22. Are there any prospects of promotion in the Organization? *(Please tick where appropriate)*

- a) Yes
- b) No

-End-