

**FACTORS INFLUENCING STAFF PERFORMANCE IN WORLD VISION'S
MARICH PASS AREA DEVELOPMENT PROGRAMME:
A CASE OF SPONSORSHIP DEPARTMENT**

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**BY
SAMUEL NG'OLEZIA**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
FULFILLMENT OF THE AWARD OF MASTER OF ARTS DEGREE IN
PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF
NAIROBI**

2012

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2012

DECLARATION

This is my original work and has not been presented in any institution.

Signature... Sutt Date... 27/02/2012

Samuel Ng'olesia

L50/78964/2009

This research project report has been submitted for examination with my approval as the University of Nairobi supervisor.

Signature...  Date... 12th March 2012

Mrs. Naomi M. Gikonyo

Lecturer

Department of Distance Studies

University of Nairobi

DEDICATION

This research report is dedicated to Ng'olesia Family, who were a great source of inspiration to my education and without whose foresight sacrifice and support I would not have gone this far. Also to the University of Nairobi teaching staff for imparting in me knowledge.

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ABSTRACT

All organization exists to make an impact through performance. The environment provides organization with inputs which they transform to outputs which is measured by performance. Performance in Sponsorship department forms the basis of sustainable development and therefore in order to survive it has to pay more attention to employee performance.

The research report focused on factors influencing staff performance of World vision's Marich pass area development program a case of sponsorship department. The literature review include the influence of working environment, academic qualification and family issues to staff performance. The target population was 80 employees in World vision's Marich pass area development programme Sponsorship department while the sample population was 40 respondents. A structured questionnaire was issued to be filled by sponsorship staff in order to collect primary data. The data was analyzed by use of descriptive statistics and thereafter the data was presented in tables.

From the study findings, the study concludes that the working environment is competitive and there are enough personnel in sponsorship department, the management share information on how they perform and employee evaluation employed is good. The study also concludes that academic qualifications influences staff performance to a very great extent. The study finally concludes that family issues influence staff performance to a great extent. Family issues that affect staff performance include family work overload, the hours of working, decision-making latitude, the physical family work, family conflict and role family ambiguity.

The study recommends that the management should ensure that their work environments is right by increasing their commitment to the employees, ensuring there is good supervision from the boss and ensuring that the managerial standard employed is okay. Further, the staff should be allowed to make decisions & schedules of their own work. The managerial standard applied in the World vision sponsorship department should also be made realistic. The study also recommends that during the recruitment process, the human resource managers should emphasize on the level of employee academic qualification in order to boost the organization performance. In order to solve these family issues, guidance and counselling department should be established in the firm.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The term "staff performance" got its start in the 1960s in the United States (Richard, 2001). It was originally used to describe any achievement made by government workers, nongovernmental organization, parastatals; in relation to outputs results was the first priority (Hewstone,1986). If you weren't around during the 1960s, you missed a vast array of "Happenings," "Events" and Fluxus "ceremony," to name just a few of the descriptive words that were used (Godard, 2004).

The republic of Kenya nongovernmental Organizations operates in a dynamic and rapidly changing environment (Prennushi,1997). The powerful forces of globalization are fundamentally changing the nature and the general trend of staff performance (Johnson, 2002).

According to (Scholes,2002), the impact of staff performance in relation to globalization, information technology and rapid changes in the environment can no longer be ignored. In the recent past and with the advent growth in information technology the way of staff performance has had to change, as liberalization and increasing customer demand pose a major challenge to staff performance. Future survival of any organization is no longer guaranteed as change rather than stability is the order of the day (Eisenhardt, 2002).

Organizations whether in public sector, exist to make certain expected returns to those who have invested in them in terms of staff performance (Richard, 2001). It is measured in terms of how well it is able to meet the objective. Organizations are part and parcel of an environment that acts as a source of their inputs, medium of conversation and sustainability (Aron, 1999).

Sustainable development are concerned with the provisions and use of good human capital that enhance productivity through performance , to provide them with the basis to make informed decisions that will allow them to be better equipped in their performance strategy and control function (Barney, 199).

Many organizations usually fail to achieve the goals that they have set because they do not have the necessary knowledge and skills to run them (Bae, 2000).

In order for any organization to succeed it must have human capital that enhances performance that it must use in order to achieve its goals in future. The organization cannot achieve its goals without performance measurement to its human capital that is why it needs to incorporate several ideas so as to achieve its goal, which is usually done by management of the organization (Walton, 1985).

The behavior of staff performance are influenced by the physical set up of the organization, the people in the environment (fellow staff and management) and the type of preliminary planning adapted to the employee's needs and interest of each particular person (Shehan, 2003).

Present day development has led to realizations that performance goals are attained when we discover that staff performance depend upon working environment, level of academic qualification and the staff family issues (Barney, 1995).

1.2 Statement of the Problem

Based on increasingly trend in employees' contribution in the success of the organization, the performance of each individual becomes the basis of the management (Gardner, 2003).

The managers, in order to satisfy the goals, success of organization depend on various performance factors such as working environment, level of academic qualification and the family issues of employee and other systemized contribution like the nature of the job (Guest, 1994).

However, in times that the organization implements the restriction or control, the performances of the employees can be either increased or decreased depending of their situation (Batt, 2002).

For organizations to succeed it has to find out factors that affect staff performance (Guthrie, 2001). Firms must engage in human capital management to remain relevant (Ahmad, 2003). Performance is a key factor that gauges employees in an organization (Adler, 1991). In Marich Pass Area Development Programme Sponsorship Department the staff do not meet the key target in their normal operations which is measured by key indicators. The main target is not always realized and in the ratings

of the Department Performance Marich Pass Area Development Programme Sponsorship comes last compared to other line departments in other parts of the Country.

However, this rate of poor performance in sponsorship department is uncalled for and therefore this study seeks to establish factors that may affect staff performance in World Vision Marich Pass Area Development Programme a case of Sponsorship Department.

1.3 Purpose of the study

The Purpose of the study was to investigate factors influencing staff performance in World Vision Marich Pass Area Development Programme a case of Sponsorship Department.

1.4 Objectives of the Study

The research project report was guided by the following objectives:

1. To find out how working environment influence staff performance.
2. To establish how academic qualifications influence staff performance
3. To establish how family issues influence staff performance

1.5 Research Questions

The research project report was guided by the following questions:

1. To what extent does the working environment influence staff performance?
2. To what extent does the level of academic qualification influence staff performance?
3. To what extent does the family issue influence staff performance?

1.6 Significance of the Study

Helps an organization to plan, analyze and monitor the various performances in the organization. It also helps the organization to ensure the most effective use is made of the organization's human resources by focusing resources on key human capital. The stakeholders of research report are Staff of World Vision International, Africa, Regional, Sponsorship Department, Ministry of Youth Kapenguria, Ministry of Water West Pokot and Chepareria Community.

The research report will help the stakeholders know how working environment influence staff performance, how level of academic qualification influence staff performance and how family issues influence staff performance.

The research report will provide a base from which progress can be measured and establish a mechanism for informed change when needed. It helps an organization bring together everyone's best and most reasoned efforts have important value in building a consensus about where an organization is going. The study may also be helpful to future researchers in identifying priority area in which to carry out more research on more factors that affect staff performance.

1.7 Limitations of the study

1. Lack of sufficient funds to pay research assistant
2. Insecurity in the area affected the study.
3. Some staff were not willing to provide information due to too much work they handle.

1.8 Delimitations of the study

The study focused on factors influencing staff performance in World vision Marich Pass Area Development Programme a case of Sponsorship Department. All the steps involved in this research process were completed within the time frame of two Months period.

1.9 Basic assumptions of the study

The basic assumption of the study was that the respondent will be willing to provide valid and meaningful information required. That all the objectives of the study were valid to the employees and answers to poor performance will be realized and also the stakeholder will accept the factual findings of the study and apply them.

1.10 Definition of significant terms

Performance; refers to output results and their outcomes obtained from processes, products, and services that permit evaluation and comparison relative to goals, standards, past results, and other organizations. Performance can be expressed in non-financial and financial terms (Adler, 1991).

Measurement: refers to numerical information that quantifies input, output, and performance dimensions of processes, products, services, and the overall organization (outcomes). Performance measures might be simple (derived from one measurement) or composite (Richard, 2001).

Staff Performance is getting the right people to do the right things at the right time (Shroeder, 2003).

Family is a group of people who share the same genes. They are the source of support and encouragement (Adams, 1965).

Work environment is the place that one works (Prieto, 1994).

1.11 Organization of the study

This study was done in World vision Marich Pass Area Development Program Sponsorship Department and organized into five chapters. Chapter one was devoted to introduction and includes background of the study, problem statement, purpose of the study, objectives of the study, limitations of the study, delimitations of the study, basic assumption and definition of significant terms.

Chapter two deals with literature review. The literature review focuses on what scholars and researcher have found and said about factors that affect performance Chapter three focuses on research methodology. It presents research design, target population, sample and sampling procedures and analysis. Chapter four deal with data analysis and interpretation. Chapter five present the summary of the study, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter will review literature on how working environment influence staff performance, how academic qualification influence staff performance, how family issues influence staff performance, conceptual framework and summary of the literature review.

2.2 The influence of working environment to staff performance

This section will cover how working environment influences staff performance. It looks at quality of working equipment, employee participation, competition within the working environment, projects work, kind of supervisors in work environment, organization size, managerial standards, motivation of employees, company commitment, employee equity, evaluation and working abilities.

2.2.1 Lack of working equipment.

The quality and quantity of workplace equipment and supplies can have a direct influence on employee performance (Schroeder, 2003). Not all organization can afford top-of-the-line computers, copiers, printers and expensive Internet-ready phones therefore performance will be compromised (Godard, 2004), but keeping equipment and software up-to-date goes a long way in positive performance (Koch, 1996). Making employees have all the office supplies they need to do their jobs efficiently is a necessity (Adams, 1965). Office space must have quality lighting, good temperature controls and proper ventilation not only for employee performance morale but also for their health (Prieto, 1994). Broken or malfunctioning light fixtures are not only annoying, but poor lighting can also damage employee eye health therefore affecting performance (Adams, 1965). Poor climate controls can also cause employees to become too chilled or deal with a heat-related illness (Prieto, 1994). And proper ventilation is perhaps the most critical piece of the office environment as poor ventilation not only can make employees ill, it could also affect their performance (Prieto, 1994).

2.2.2 Lack of employee participation

The importance of employee participation as a performance strategy was first stressed in the late 1920s and early 1930s. The Hawthorne studies (Mayo, 1933) gave rise to an increasing interest in the human determinants of productivity. The "human relations" approach to management emphasized the importance of participation between employees and their superiors. This is due to growing evidence that employee participation increases effort, which subsequently improves efficiency and performance productivity, it reduces the cost of monitoring employees and it leads to increased outcomes (Aiken, 1991).

Two main forms of direct participation include consultative participation and delegative participation (Appelbaum, 2000). Consultative participation refers to practices where management encourages employees to share their opinions regarding performance concerns, yet retains the right to make all final decisions on how key performance indicators will be applied (Richard, 2001). Examples of consultative participation include regular performance review meetings with supervisors, attitude surveys and employee suggestion plans. Delegative participation, on the other hand, gives employees increased responsibility and autonomy to organize and perform their jobs as they see fit. Participation in the scheduling of work, improving work processes and attendance and absence control are examples of delegative participation where employees participate directly in work decisions in relation to performance (Chamberlin, 1965).

According to cognitive models of performance effects (Anthony, 1978) employee involvement increases the flow of information in organizations thus improving performance. Often employees performing seemingly important tasks have access to valuable information (Frost, 1986). Higher-level managers are more likely to gain access to this information through participative management practices (Godard, 2003). Therefore, practices that encourage employees to more freely share information lead to higher levels of performance (Jones, 1993).

Effective models of performance participative effects (Bae, 2000) originated with the aforementioned 'human relations' school of management. They propose that employee involvement fulfils higher-order needs which lead to greater performance. Higher

levels of satisfaction in turn strengthen motivation, which has a positive effect on performance (Barney, 1991). Thus, cognitive models propose that employee participation affects performance directly by increasing the flow of information in organizations, while affective models propose that employee participation has a direct effect on employee performance, which may in turn increase performance productivity (Arthur, 1994).

2.2.3 Competitive environment

The increasingly competitive environment faced by organizations has caused many organizations to re-evaluate their structures and employee performance (Brown, 1986). This has been one of the main influences on the rise of participative performance (Kalleberg, 1996). (Lawler, 1995) reported that organization competition, rapidly growing markets and extreme performance pressures are all strongly related to the adoption of staff involvement performance practices. Clearly organizations that operate in highly competitive environments must maximize their performance productivity and recent meta-analyses have shown that employee performance is positively related to productivity (Barney, 1995).

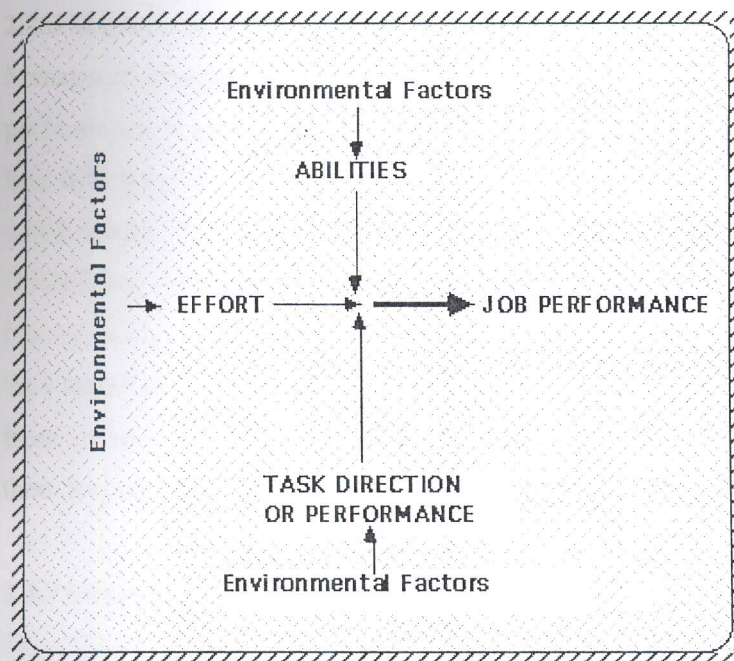
Organizations that depend on the performance of their employees to survive fierce competition should be interested in both direct and indirect ways of increasing employee performance (Godard, 2003). That is, both the cognitive and affective models of employee participation apply to this situation. Given that employee satisfaction and performance should be of utmost concern for organizations facing competitive environments, performance participation is positively related to the level of staff performance competition faced by an organization and delegative participation is positively related to the level of performance competition faced by an organization (Batt, 2002).

2.2.4 Projects work

Every employee wants to know his/her work matters. Always pawning off the tedious or menial jobs on the same person day in and day out will certainly affect staff performance (Knoke 1996). Assigning special projects gives your employees a nice change of performance pace, a great sense of self accomplishment, and a renewed sense of purpose in the knowledge that organizations trust them with critical work

(Becker, 1996). Lack of adequate resources, insecurity in the working area; there may have been conflicting priorities or information overload in the working environment (Guest, 2003), such that the individual was confused and under stress; other staff and departments may have been less than cooperative; the restrictive policies of the organization may have prevented the individual from using his/her initiative and imagination to the extent that he/she wished to perform.

Figure1: Project work performance and environmental factors



By Adams, 1965

2.2.5 Supervisors

While few bosses could live up to the image of the perfect boss (Godard, 2004), a boss who is supportive and gives positive feedback helps influence performance of employees in a positive ways. "Entrepreneur" magazine reports that in a poll of 30 administrative professionals, the top characteristics they want in a boss are "supportive" at the spot, followed by understanding, flexible, honest/ethical, motivating and fair (Becker, 1998).

These professionals defined a supportive boss as one who looks for solutions rather than scapegoats when the team encounters a problem (Prieto,1994). And when things

go well, the supportive boss is quick to recognize a job well done (Prieto, 1994). An understanding boss recognizes when his staff is overworked and makes himself available, occasionally even socializing with the staff outside work hours. Perhaps the most positively influenced employees are those who know their bosses wouldn't ask them to do anything the boss wouldn't (Busmeyer,1993,), the quality of the supervision exercised may have been defective while some need encouragement and support, whereas others like to be left to perform on their own (Adams, 1965).

2.2.6 Managerial Standards

Managerial standards can be a factor in motivating or de-motivating employees' performance in any environment (Belous, 1988). Managerial standards should be in line with the job duties outlined in the job description outlined by human resource which would be a benchmark for performance measurement in any given environment (McMahan, 2000). The background of the employee, including their educational history, is also outlined in a job description (Hartmann,1998).Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from an employee than they were hired for, or than their background has prepared them for, can affect employee performance (Prieto, 1994).

2.2.7 Organizational size

The effect of organizational size on staff performance in a given environment can affect staff performance (Coope, 2000). The longitudinal survey of employee involvement found a significant positive relationship between organizational size and employee performance (Hamberlin, 1890). Likewise, the aggregate result of surveys conducted in South Africa between 1985 and 1991 showed a positive linear relationship between organizational size and number of involvement initiatives (Delaney, 2001). This may be due to the fact that larger organizations are more likely to adopt innovative practices and/or because they have greater motivational problems that they try to resolve through performance management and vice versa for small organization, as suggested by the affective models of employee's participation (McMahan, 2000).

Negative relationship between organizational size and levels of employee performance (Delaney 1996). Relationships have been found because the direction between organizational size and employee performance depends on the type of performance employed (Moynihan, 2003).

2.2.8 Motivation of employees

To get the best performance from staff, there needs to be some sort of motivation beyond the monthly paycheck in any working environment (Fey, 2000).

Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to management and direct involvement from management into the daily performance tasks (Patterson, 2004). Effective motivation can create a productive work force, but a lack of motivating factors can leave employees searching for reasons to give their maximum effort (Hartmann, 1999). Many people who are not motivated keep their performance to an acceptable level by expending only 20-30% of their ability (Wright 2001). Managers who know how to motivate their employees can achieve 80-90% ability levels and consequently higher levels of performance (Wright, 2001).

2.2.9 Company Commitment

Employees that feel as though the company has made a commitment to employee success tend to perform better (Dyer, 1995), Commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work (Fey,2000). Commitment shown by the company is returned in the form of commitment from employee's performance (Adams, 1991).

2.2.10 Employee Evaluations

An effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what he/she has learned in any working environment (Delaney, 1996). Managers

create a plan along with the employee for the coming year on how the employee can develop and improve their performance, (Gerhart, 2000,).

The model of behavior change, the antecedents, and behavior and consequence model of behavior change is composed of three elements both positive and negative to antecedents, Behavior, and Consequences. The model advocates that, behavior can be changed in two main ways both positive and negative to by what comes before it (exante),and by what comes after it (ex-post) (Godard, 2004,).

When you try to influence Behavior before it occurs, you are using Antecedents. When you attempt to influence Behavior by doing something after it occurs, you are using Consequences. The performance model is based on the systematic use of antecedents and consequences to improve the current behavior both positive and negative performance (Guest, 1997).

An antecedent prompts behavior, which is followed by a consequence. An understanding of the way these elements interact allows managers to analyze performance problems, take corrective measures, and design work environments and management systems in which high performance will prevail and current behavior be modified (Hoque, 1994).

An antecedent is a person, place, thing or event coming before behavior, which encourages you to perform or behave the way you do (Guest, 2003). Antecedents only set a stage for behavior or performance; they do not control it. The main characteristics of antecedents are that they must always come before the behavior, communicate information and work because they have been paired with consequences (Guest, 2003).

2.2.12 Employees working abilities

This is a character traits, skills and knowledge which are used in measuring performance of an employee within a given environment (Conway,2003). Without the required working ability then an employee will not perform to an expectation (Aosa, 1992).Employee working ability is always present and will not vary widely over short periods of time (Shumbusho, 1983).

Effort, the amount of manual or mental energy that a person is prepared to spend on a job to reach a certain level of performance score sheet can vary according to incentive and motivation within the working environment (Aosa, 1992).

Performance as defined is affected by a number of factors, all of which should be taken into account when managing, measuring, modifying and rewarding performers (Delery, 1998). They comprise: Individual's skill, confidence, motivation and commitment. Leadership factors the quality of encouragement, guidance and support provided by the managers and team leaders. Team factors the quality of support provided by colleagues. System factors work and facilities (instruments of labor) provided by the organization. Contextual (situational) factors to internal and external environmental pressures and changes. Traditional approaches to performance appraisal associate variations in performance with personal factors, when, in fact, they could actually be caused in part or entirely by situational or systems factors (Busmeyer, 1997).

Essentially, the assessment of individual performance must necessarily consider not only what individuals have done (the results), but also the circumstances in which they have had to perform (Deming, 1986). This assessment process should extend to the performance of the manager as a leader, because what the performer does is mainly a reflection of the manager behavior in terms of on-the-job training, coaching and guidance. (Delery, 1996) argues that the functional relationship between performance and the attributes of performance can be explained in algebraic terms of (knowledge, skill and motivation) factors. Whereas knowledge refers to facts and things (knowing what to do), skill refers to ability to perform, and motivation is a function of whatever independent variables are stipulated by a person's favorite incentive theory. The role of motivation in the performance model is to modify the current behavior of job-holders. An individual's behavior can be systematically adapted to meet the desired standard by using the antecedent, behavior and consequence model of behavior change (Dyer, 1995).

2.2.13 Equity & Expectation

People expect to be treated equally, within the company and as others are in similar companies (Karemu, 1993), they expect to get a certain reward for a certain effort; and they expect to get promoted if they undergo training (Karemu, 1993). Many managers and supervisors labor under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's pay packet at the given environment (Hoque, 1994). Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect on performance in a given environment. The extra money soon comes to be regarded not as an incentive but as an "entitlement" (Womack,1990).

It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the working environment and also how they will perform (Bailey, 2000).

Many studies have revealed that most employees leave their organization because of the working environment. So, workplace environment factors that need to be taken into consideration by any serious manager (Lawler,2000).

2.3 The influence of Academic Qualification to Staff Performance

According to (Wood, 2002), staff academic qualification is the "process of collecting and evaluating information about an individual in order to extend an offer of employment." Employee academic qualification is part of the overall staffing process of the organization, which also includes human resource planning and retention activities so as to perform (Schroeder, 2003). By looking at academic qualification an employer seeks to know whether the person holds any certified certificates and also the years of experience in that field (Hoque, 1994), the organization projects is likely to demand for personnel with particular knowledge, skills, and abilities and compares that to the anticipated availability of such personnel in the internal or external labor

markets which will make an impact in productivity. During the recruitment phase of staffing, the organization attempts to establish level of academic qualification and the years of experience (Schroeder, 2003).

Effective employee level of academic qualification is a critical component of a successful organization (Kreisman, 2002). How employees perform their jobs is a major factor in determining how successful an organization will be. Performance is essentially determined by the level of academic qualification of an individual to do a particular job and the effort the individual is willing to put forth in performing the job. Academic qualification can maximize the probability that its employees will have the necessary knowledge, skill and abilities to perform because they studied on specific areas of employer interest (Youndt, 1996).

Employees should have sound academic background required to perform (Hoque, 1994). It also provides the base for other practices such as effective design, goal setting, and compensation that motivate workers to exert the effort needed to do their assignments effectively (Kreisman, 1998).

Employees differ along many dimensions, such as educational background and work experience, characteristics, and innate ability and motivation levels during school days (Appelbaum 1988). The logic of employee academic qualification begins with the assumption that at least some of these individual differences are relevant to a person's suitability for a particular job and expected performance. Thus, in employment the organization must first determine the relevant individual level of academic qualification to perform to expectation (Hoque, 1994).

Reliably and validly of employee assess the extent to which employee academic qualification possess the needed knowledge, skill and abilities employer requires for staff to perform (Womack 1990).

The organization should not compromise the level of academic qualification of any employee because of race, color, religion, sex, national origin, disability, or veteran's status when measuring staff performance (Jackson, 1987).

Achieving validity, the organization must have a clear notion of the job requirements and use proper methods that reliably and accurately measure these qualifications. Some qualifications such as technical knowledge, skill and abilities and nontechnical skills are specific, meaning that each performance standard has a unique set. For instance, employers want all their employees to be within the minimum level of academic qualification required to perform (Walton, 1985).

The employee specification derived from work analysis should describe the level of academic level, qualification in terms of knowledge, skill and abilities needed to perform each important task (Michie, 2004). By basing qualifications on performance analysis information, a company ensures that employees will have all the relevant skills to perform better (Schuler, 1987).

Employee level of academic qualification, the attainment of validity depends heavily on the level of academic qualification (Pfeffer, 1994). A firm should base their standard on academic level of qualification such as O level holder, Certificate, Diploma, Higher Diploma, Degree, Masters and PHD that reliably and accurately measure the needed qualifications (Becker, 1998)

(Becker, 1998) reliability of a measure refers to its consistency of performance in relation to level of academic qualification one hold. It is defined as "the degree of self-consistency among the performance scores earned by an individual." Reliable evaluations are consistent across both level of academic qualification and time. Reliability is maximized when two people evaluating performance of the same candidate provide the same ratings, and when the ratings of a candidate performance taken at two different times are the same (Sheehan, 2004).

Lack of rapport with the administrator of the measure. Reliability suffers if employees are "hostile" to the interviewer and thus do not "state and show their level of academic qualification" during the interview (Mugenda and Mugenda, 1999).

Inadequate knowledge of how to perform. Reliability suffers if employees do not know what is expected of them from their academic background qualification (SpellHoque, 1999)

Individual differences among respondents. If the range or differences in scores on the attribute measured by a selection device is large, that means the device can reliably distinguish among people (Vickery, 1999).

Question difficulty. Questions of moderate difficulty produce the most reliable measures. If questions are too easy, many employees will give the correct answer and individual differences are lessened; if questions are too difficult, few employees will give the correct answer and, again, individual differences are lessened (Groe, 1999).

Length of measure. As the length of a measure increases, its reliability also increases. For example, an interviewer can better gauge an employee level of academic qualification, experience and interpersonal skills by asking several questions, rather than just one or two (Philpott, 2002).

2.4 Influence of Family Issues to Staff Performance

This section will cover how family issues influence staff performance. It looks at issues like strong family culture, weak family culture and family stress.

2.4.1 Strong culture

Culture is said to exist where families respond to stimulus because of their alignment to their family values. In such environments, strong cultures help individual operate like well-oiled machines since their partners are receptive and accommodative, cruising along with outstanding execution and perhaps minor tweaking of existing procedures here and there (MacDuffie, 1995).

Research shows that families that foster strong cultures have clear values that give employees a reason to embrace the culture up to the work place. A "strong" culture may be especially beneficial to firms operating in the nongovernmental sector since members of these organizations are responsible for delivering the service and for evaluations important constituents about firms. Research indicates that families may derive the following benefits from developing strong and productive cultures (Ichniowski, 1990).

Where culture is strong families do things because they believe it is the right thing to do there is a risk of another phenomenon, Groupthink. "Groupthink" was described by

(MacDuffie, 1983). He defined it as "a quick and easy way to refer to a mode of thinking that people engage when they are deeply involved in a cohesive family group, when members' strive for unanimity override their motivation to realistically appraise alternatives of action" (Gruguli, 2000).

Group think is very common in families, it happens all the time, in almost every group. Members that are defiant are often turned down or seen as a negative influence by the rest of the group, because they bring conflict (Prennushi, 1997). Innovative families need individuals who are prepared to challenge the status quo be it group-think or bureaucracy, and also need procedures to implement new ideas effectively (Prennushi, 1997).

2.4.2 Weak culture

Where there is little alignment with family values and control must be exercised through extensive procedures and bureaucracy in the family (Grugulis, 2000). This is a state where families, even if they have different ideas, do not challenge thinking, and therefore there is a reduced capacity for innovative thoughts. This could occur, for example, where there is heavy reliance on a central charismatic figure in the family, or where there is an evangelical belief in the families' values, or also in a family where a friendly climate is at the base of their identity (avoidance of conflict (Patterson, 2004).

2.4.3 Family Stress

There is stress associated with the family itself, including family work overload, the hours of working, decision-making latitude, and the physical family work (Youndt, 1996). Second, role-based stress includes role family conflict, role family ambiguity, and family responsibility (Youndt, 1996). Third, there is stress associated with the changing nature of interpersonal relationships, including those with peers, friends, house helps, and co wife (Youndt, 1996).

Family stress refers to the lack of opportunity for economic development and improvement of ones status, as well as family insecurity. Finally, there are stressors associated with the work family interface, including conflicts of loyalty, spillover of demands from one domain to the other, and life events. Consistent with stressors

associated with the oneself and family demands, stress have a significant effect on the physical, psychological, and emotional well-being of a person. Family issues are significantly related to greater marital disagreements and child-related problems (Presser, 2000) common in young families, pose challenge for people trying to negotiate the family interface.

Effective performers at work, depend on the quality of marital interaction, and parent-child relationships (Neumar, 2001). Furthermore, (Schuler, 2002) found that family stability was associated with enhanced wellbeing, including a decrease in perceptions of stress and fatigue, and fewer reports of health problems such as headaches, eye problems, and high blood pressure.

There were also reports of enhanced life satisfaction, and increased involvement and improved relationships with children. In addition quarrels and nonstandard activities, some researchers argue that the changing contexts of families, including communication, multiple family activities, and children issues, have increased the intensity of work in peoples' lives (McCormick, 1997). Such intensity can be characterized by the constant interruptions that describe many of today's families and performance (McCormick, 1997), including typical family environments. Furthermore, pressures and demands of family lead to feelings of being overworked that include fast pace, not having enough time to get everything done, and having to work on too many tasks simultaneously at home "multitasking" (McMahan, 2001).

(Patterson, 1979) suggested that the combination of high family demands and low decision-making latitude is associated with employee strain and decreased satisfaction.

Family factors in the immediate family environment that influence stress include high demands for responsiveness and emotional control in family service (Hochschild, 1997) and norms about the importance of "face time" (Munck,2001). These factors may operate in an additive way such that as these risk factors increase, an employee's ability to adapt to his or her work environment is jeopardized.

2.5 Knowledge gap

A knowledge gap therefore exists regarding factors influencing staff performance of World Vision Marich Pass Area Development Programme Sponsorship Department. This study therefore seeks to close the gap by answering the questions. Factors influencing staff performance in world Vision Marich Pass Area Development Program Sponsorship Department.

For the purpose of efficiency and the operation of the organization, the management has to know factors that affect staff performance in its controlling and performance evaluation. This can be incorporated in planning, evaluation, controlling and forecasting of the operations of the organization. This management idea will therefore facilitate efficiency of the operations only if the laid down strategies will be indulged and then be put in use by the management.

The management should therefore put in mind that for efficiency of the operations, it should get the support and commitment of the goals that it has from the top management and also from the department that are at the functional level of the organization.

Most stipulated designs are not easily followed since there is more of top management to bottom approach without evaluating these factors that affect the productivity of employees. The adoption of new performance measures, are implemented with a lot of haste hence its impact or influence to circumstance may be deemed negative.

2.6 Conceptual framework

The conceptual framework shows the study variables.

Figure 2: Conceptual framework

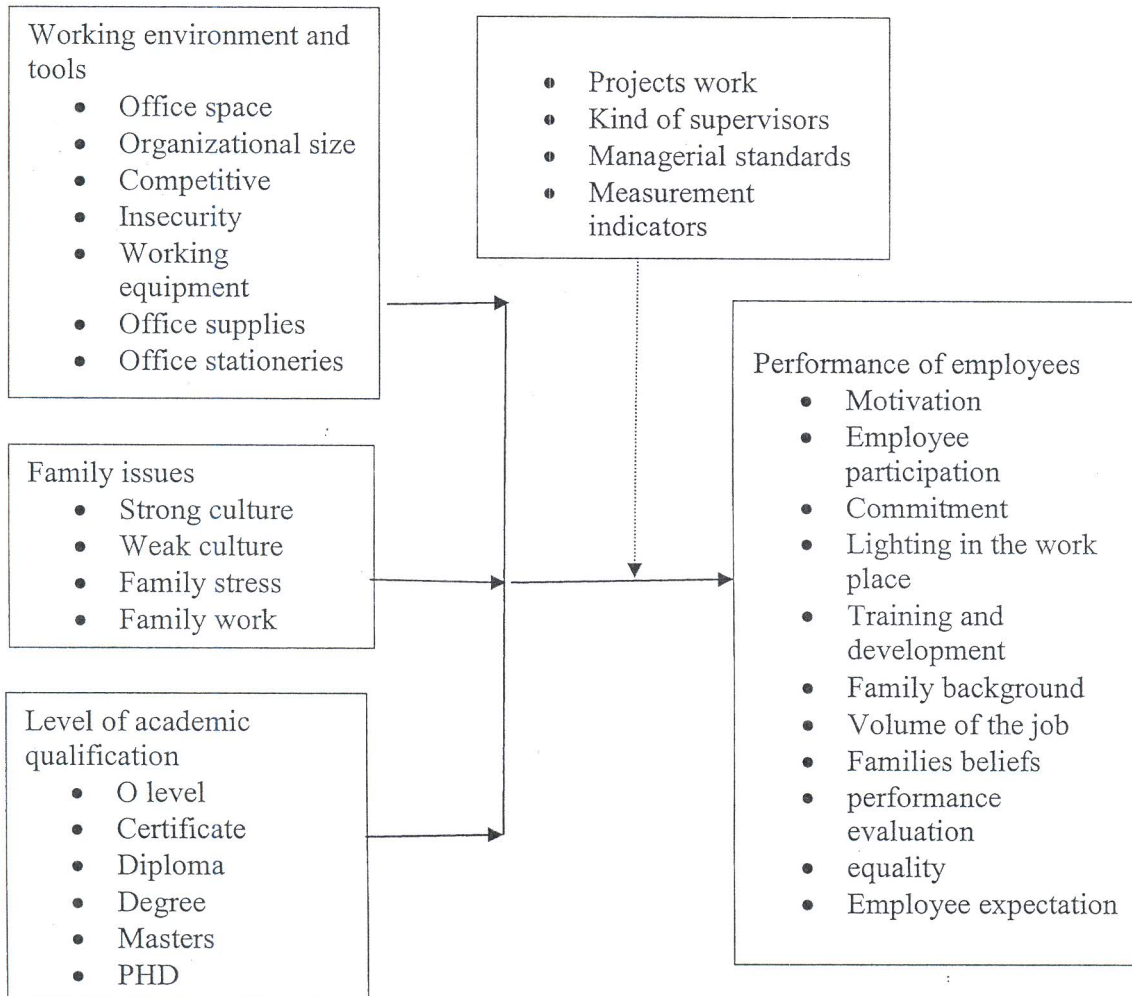
Independent variables

variables

Factor influencing staff performance

Dependent

Moderating variable



2.7 Summary of literature review

Staff participation is a key factor, size of organization, model of behavior, equipment that employees use and where it is being supplied from, adaptation of the organization to its environment both micro and macro, assignment that is normally given to staff, kind of supervisors an organization have, management quality standards, Motivation to the employees, staff commitment, employee evaluation measures, ability of employees to perform, efforts, equity & employee expectation. Level of ones academic qualification and family issues such as strong culture, weak culture are key factors that affects performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research design, the population, sampling and sampling procedures methods of data collection and methods of data analysis.

3.2 Research design

The researcher adopted a survey design. Survey is a method of gathering information from a sample of individuals (Kardas, 2005). Survey helped gather factual information from only a portion of the population.

3.3 Target population

A target population is a large population from which sample population is selected from (Brink, 1988). In this study the target population was 80 employees. This consisted of 20 top management, 20 middle level managers, 20 departmental heads and 20 subordinate staff.

3.4 Sample size and Sampling Procedures.

A sample is a smaller group obtained from the accessible population (Mugenda and Mugenda, 1999). Sampling is the process of selecting a number of individual for a study in such a number that the individual selected represent the large group which they were selected from (Spatz, 2005). The researcher used probability technique of simple random sampling to select from the target population. It selects a sample without bias from accessible population. This ensured each member of the target population has an equal and independent chance of being included in the sample.

The objective of sampling was to get accurate empirical data at a fraction of the cost that it would take to examine all possible cases. Out of the 80 employees, 40 employees were chosen through simple random sampling. Sample size can be achieved through writing two words (1 = Yes 2 = No) and mix them thoroughly in a container and let the 20 employees pick one each in their departments. By using simple random picking then 10 employees was realized in each department thus bringing the total number to be 40. This consists of 10 top management, 10 middle level managers, 10 departmental heads and 10 subordinate staff.

3.5 Tools for data collection

Observation Schedule is the use of all sense to perceive and understand the experience of interest to the researcher. It involves listening, reading and touching (Moody,1996). It involves monitoring of all non-behavioral observation such as records such as record analysis, physical condition analysis. It was used to bridge the gap between what people say they do and what they actually do. It allows the researcher to get first hand experience without informants, record information as it occurs, explores topics that may be uncomfortable to informants

Questionnaires, this was a collection of items to which a respondent was expected to react in writing. It was suitable because the population is literate, large and time is limited (Moody,1996).

3.6 Methods of data analysis

Data Preparation involves checking or logging the data in; checking the data for accuracy; entering the data into the computer statistical package for social sciences (SPSS); transforming the data; and developing and documenting a database structure that integrates the various measures together.

Descriptive Statistics was used to describe the basic features of the data in a study. It provide simple summaries about the sample and the measures. Together with graphics analysis, they form the basis of virtually every quantitative analysis of data. With descriptive statistics one is simply describing what is, what the data shows.

Inferential Statistics investigate questions. In many cases, the conclusions from inferential statistics extend beyond the immediate data alone. We use inferential statistics to make judgments of the probability that an observed difference between groups is a dependable one or one that might have happened by chance in this study. The data was presented in frequency tables. .

Validity primary concern is what is being measured (Mugenda and Mugenda.,1999) is defined as the accuracy and meaningfulness influences which are based on the research results. (Borg and Cooil, 1989) validity is the degree to which a fast measure what purports to measure.

A study was done to help improve face validity and content validity of the instrument. According to (Berg and Cooil,1989) validity of an instrument is improved through

expert judgment, for this study the researcher discussed with colleagues and the supervisor in order to help improve validity of the instrument.

Reliability (Mugenda and Mugenda, 1999) define reliability as a measure to which instruments yields consistent results or data after repeated trials.. The aim is to assess the clarity of the questionnaires items. In order to improve the reliability of the instruments, the research employed the test retest technique where by the questionnaires were administered twice to the respondents in the sample. The researcher critically assessed the consistency of the response and made judgment on their reliability. This was done using a statistical package for social sciences (SPSS) pogramme.

In the study the researcher used Karl Pearson's coefficient of correlation which is also known as the Pearson product moment correlation. Karl Pearson's coefficient of correlation is used to measure the degree of relationship between two variables. This coefficient assumes that there is linear relationship between the two variables. It also assumes that the two variables are casually related which means that that one of the variables is independent and the other dependent. The coefficient also assumes that a large number of independent causes are operating in both variables so as to produce a normal distribution. The valuables in this case, the correlation between the dependent variable of staff performance and the three independent variables; working environment, level of academic qualification and family issues. Karl Pearson's coefficient of correlation is worked as follows;

Karl Pearson's coefficient of correlation (or r)* =
$$\frac{\sum (x_i - \bar{x})(Y_i - \bar{Y})}{(n - \sigma_x - \sigma_y)}$$

Whereby X_i = is the value of X variable

\bar{x} = Mean of x

Y_i = is the value of Y variables

\bar{Y} = Mean of Y

n = number of observations of x and Y

σ_x = Standard deviation of x

σ_y = Standard deviation of Y

3.7 Operational table of variables

Table 3.1: Operational table of variables

Objectives	Variables	Indicator	Measures	Data collection tools	Scale
To find out how environment influence staff performance	Independent variable environment	<ul style="list-style-type: none"> - working relationship - Working space - Resource -Lighting system - Time, -Equipment, - Employee participation, - Competition - Project work, - Supervisors, - Managerial Standards , - Organizational size, - Motivation, - Company commitment - Employee valuations , - Working ability 	Agree, disagree, strongly agree, undecided, strongly disagree	Questionnaire Observation	Nominal
To discuss relationship between academic qualifications and performance	Independent variable Sponsorship staff qualification	1. Level of academic qualification.	Certificate () Diploma () Higher Diploma () Degree () Masters () PHD ()	Questionnaires/ Personnel records	Nominal

			<p>Length of service</p> <p>Less than 5 years ()</p> <p>6-10 years ()</p> <p>11-15 years ()</p> <p>16-20 years ()</p> <p>21-25years ()</p> <p>over 25 years ()</p>		
<p>To find out how family influence performance</p>	<p>Independent Variable</p> <p>Family issues</p>	<p>-Strong culture</p> <ul style="list-style-type: none"> - weak culture - Conflicts of loyalty, - Family stress <p>-Conflict spillover</p>	<p>Agree, strongly agree, undecided, strongly disagree</p>	<p>Questionnaire</p>	<p>Ordinal</p>

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation of the results on the factors influencing staff performance in World Vision Marich Pass Area Development Programme with special reference to the sponsorship department. Frequency tables were used to present data.

4.1.1 The Response Rate

A sample of 40 respondents was targeted out of which 37 responses were obtained. This represented a 92.5% response rate. (Mugenda and Mugenda 1999) stipulates that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.2 Demographic information

The first section gives a description of social and demographic characteristics of the study respondents. This is followed by more focused analysis of the factors influencing staff performance. The findings are presented on the basis of the research question being answered.

Table 4.1: Gender of the respondents

Gender	Frequency	Percentage
Male	18	48.6
Female	19	51.4
TOTAL	37	100.0

From the findings, 51.4% of the respondents were female while 48.6% of the respondents are male. This clearly shows that majority of the respondents in this study were females.

Table 4.2: Age of the respondents

Age in years of responses	Frequency	Percentage
19-25	11	29.7
26-35	16	43.2
36-45	6	16.2
46-54	4	10.8
TOTAL	37	100.0

According to the findings, majority of the respondents (43.2%) were aged between 26-35 years, 29.7% were aged between 19-25 years, 16.2% were aged between 36-45 years while 10.8% of the respondents were aged between 46-54 years. The findings showed that majority of the respondents were aged between 26 and 35 years this means that they are still energetic and well experienced.

Table 4.3: Level of education

Responses	Frequency	Percentage
Certificate	9	24.3
Diploma	9	24.3
Higher Diploma	6	16.2
Degree	12	32.4
Masters	1	2.7
PHD	0	0.0
TOTAL	37	100.0

On the highest level of education qualification, the study found that 32.4% of the respondents had a degree, those who had a certificate or diplomas were represented by 24.3%, 16.2% had a higher diploma while 2.7% of the respondents had a Masters degree. This clearly shows that majority of the respondents were well educated to give the information required.

Table 4.4: Length of service

Responses length of Service	Frequency	Percentage
<5	14	37.8
6-10	10	27.0
11-15	5	13.5
16-20	7	18.9
21-25	1	2.7
> 25	3	8.1
TOTAL	37	100.0

On the length of service, the study found that majority (37.8%) of the respondents had worked for less than five years, 27% of the respondents had worked for 6-10 years, 18.9% had worked for 16-20 years, 13.5% had worked for 11-15 years, 8.1% of the respondents had worked for more than 25 years while 2.7% of the respondents had worked for a period of 21-25 years. This showed that the respondents were well conversant with the subject matter of the study given their long length of service.

Table 4.5: Factors determining respondents choice of field of major study

Responses	Frequency	Percentage
Qualification	29	78.4
Parents	4	10.8
JAB	4	10.8
TOTAL	37	100.0

On the factors that led the respondents to choose their field of major study, 78.4% of the respondents indicated that it was their qualification, while those who said it was their parents or JAB were represented by a 10.8% each.

Table 4.6: Whether the respondents lack working equipment in their organization

Responses	Frequency	Percentage
Yes	32	86.5
No	5	13.5
TOTAL	37	100.0

The study also sought to determine whether the respondents lack working equipment in their organization. From the findings, the study established that most of the respondents (86.5%) were of the view that they lack working equipment in their organization while 13.5 said that they did not lack working equipment in their organization. This clearly shows that majority of the respondents lack working equipment in their organization.

Table 4.7: Whether the respondents participate in all the organization activities

Responses	Frequency	Percentage
Yes	21	56.8
No	14	37.8
May be	2	5.4
TOTAL	37	100.0

On whether the respondents participate in all the organization activities, 56.8% of the respondents indicated that they participate in all the organization activities while 37.8% of the respondents indicated that they do not. From these findings we can deduce that majority of the respondents participate in all the organization activities.

Table 4.8: Whether the respondents working environment is competitive

Responses	Frequency	Percentage
Yes	29	78.4
No	3	8.1
May be	5	13.5
TOTAL	37	100.0

The study sought to determine whether the working environment is competitive. From the findings 78.4% of the respondents felt that their working environment is competitive, 13.5% of the respondents were not very sure while 8.1% of the respondents felt that their working environment is not competitive. From these findings we can conclude that the working environment is competitive.

Table 4.9: Skills learned from this kind of project work

Responses	Frequency	Percentage
Taking Photos	4	10.8
Commitment	6	16.2
K.P.I	27	73.0
TOTAL	37	100.0

The study also sought to determine the skills learned from different kinds of project work. From the findings, 73% of the respondents indicated that they have learnt K.P.I., 16.2% said that they have learned of commitment while 10.8% of the respondents said that they have learnt taking photos. These findings clearly show that majority of the respondents have learnt K.P.I.

4.3 Academic Qualifications

Table 4.10: Level of agreement with statements about personnel in World vision sponsorship department

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean	Std Dev
Are there enough personnel in sponsorship department	54.1	37.8	59.5	2.7	0.0	3.990	0.346
Are you allowed to make decisions & schedules of my own work	27.0	35.1	5.4	29.7	2.7	2.457	0.998
Is supervision from your boss affects my performance	18.9	24.3	16.2	40.5	0.0	2.781	0.614
Do management share information on how you perform	2.7	24.3	37.8	32.4	2.7	3.778	0.395
Do you think your organization is committed to you	10.8	37.8	21.6	16.2	13.5	2.835	0.770
Do you think employee evaluation employed is good	10.8	37.8	21.6	16.2	13.5	3.535	0.509
Do you think managerial standard employed is ok	32.4	29.7	35.1	13.5	2.7	2.646	0.709

On the level of agreement with statements about personnel in World vision sponsorship department, majority of the respondents were in agreement that there are enough personnel in sponsorship department as shown by a mean score of 3.990, the management share information on how they perform as shown by a mean score of 3.778 and employee evaluation employed is good as shown by a mean score of 3.535. However, the respondents were undecided/neutral on the fact that the organization is committed to them as shown by a mean score of 2.835, supervision from the boss affects their performance as shown by a mean score of 2.781 and managerial standard employed is okay as shown by a mean score of 2.646. They were also in disagreement with the fact that they are allowed to make decisions and schedules of their own work as shown by a mean score of 2.457. From the findings we can deduce that there were enough personnel in sponsorship department, the management share information on how they perform and employee evaluation employed is good.

Table 4.11: Whether the organization systematically measure actual performance versus Goals

Responses	Frequency	Percentage
Yes	27	73.0
No	9	24.3
May be	1	2.7
Total	37	100.0

On the whether the organization systematically measure actual performance versus goals, majority of the respondents (73%) indicated that their organization systematically measure actual performance versus goals, 24.3% said that the organization systematically measure actual performance versus goals while 2.7% of the respondents were not sure. Form these findings we can deduce that the organization systematically measure actual performance versus goals.

Table 4.12: Whether the managerial standard applied in the World vision sponsorship department realistic

Responses	Frequency	Percentage
Yes	10	27.0
No	22	59.5
May be	5	13.5
Total	37	100.0

The study also sought to determine whether the managerial standard applied in the World vision sponsorship department realistic. From the findings, 59.5% of the respondents reiterated that the managerial standard applied in the World vision sponsorship department is not realistic, 27% thought it was realistic while 13.5% of the respondents were undecided on the same fact. Form these findings we can deduce that the managerial standard applied in the World vision sponsorship department is not realistic.

Table 4.13: Extent that organization size affects the respondents' performance

Responses	Frequency	Percentage
Little	9	24.3
Some	9	24.3
Much	19	51.4
Total	37	100.0

The study sought to find out the extent that organization size affects the respondents' performance. From the findings, 51.4% of the respondents stated that organization size affects the respondents' performance much while those who said that organization size affects the respondents' performance to a little and some extent are shown by 24.3%. From these findings, we can deduce that organization size affects the respondents' performance much.

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Table 4.14: Whether commitment is a top priority activity, performed on a regular basis.

Responses	Frequency	Percentage
Little	19	51.4
Some	7	18.9
Much	11	37.8
Total	37	100.0

The study further sought to establish whether commitment is a top priority activity, performed on a regular basis. According to the table above, most of the respondents (51.4%) stated that to a little extent, commitment is a top priority activity, performed on a regular basis, 37.8% said it was a much priority while 18.9% said some time they were performed on a regular basis. It therefore follows that commitment is a top priority activity, performed on a regular basis.

Table 4.15: Whether the organization provide resources (money, staff support, etc.) earmarked specifically for motivation

Responses	Frequency	Percentage
Little	16	43.2
Some	17	45.9
Much	4	10.8
Total	37	100.0

The study also sought to find out whether the organization provide resources (money, staff support, etc.) earmarked specifically for motivation. From the findings, 45.9% of the respondents indicated that the organization provide some resources (money, staff support, etc.) earmarked specifically for motivation, 43.2% said it provide little resources while 10.8% d it provide much resources.

Table 4.16: Whether the organization follow a defined set of level of employee academic qualification in its recruitment process

Responses	Frequency	Percentage
Yes	27	73.0
No	9	24.3
May be	1	2.7
Total	37	100.0

The study aimed at finding out whether the organization follows a defined set of level of employee academic qualification in its recruitment process. The table above shows that majority of the respondents (73%) stated that the organization follows a defined set of level of employee academic qualification in its recruitment process, 24.3% said they don't while 2.7% were not sure.

Table 4.17: Whether all the sponsorship staff has good working equipments

Responses	Frequency	Percentage
Little	19	51.4
Some	14	37.8
Much	4	10.8
Total	35	94.6

The respondents were required by the study to indicate whether all the sponsorship staff has good working equipments. According to the table above, most of the respondents (51.4%) observed that all the sponsorship staff has good working equipments to a little extent, 37.8% said to some extent while 10.8% said too much extent. This therefore indicates that all the sponsorship staff has good working equipments.

4.4 Working Environment

Table 4.18: Level of agreement with statements on working environment at World vision sponsorship department

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean	Std Dev
Good lighting in the office	37.8	37.8	8.1	13.5	2.7	1.674	0.619
My current working space is a adequate	35.1	29.7	18.9	8.1	8.1	1.890	0.473
I have all the resource that I require to perform my duties effectively	13.5	18.9	13.5	48.6	5.4	2.997	0.749
Is the project a work a lot to you	13.5	29.7	16.2	40.5	0.0	2.700	0.675

The study also sought the respondents level of agreement with above with statements on working environment at World vision sponsorship department. The data finding is as presented in the table above. The respondents were undecided on the fact that they have all the resource that they require to perform their duties effectively as shown by a mean score of 2.997 and the project is a work a lot to them as shown by a mean score of 2.700. The respondents however disagreed on the fact that their current working space is adequate as shown by a mean score of 1.890 and the fact that there is good lighting in the office as shown by a mean score of 1.674. This depicts that the respondents do not have all the resource that they require to perform their duties effectively, the project is not a work a lot to them, current working space is not adequate and there is no good lighting in the office.

The respondents also added that the aspects of work environment that greatly influence their performance of duties either positively or negatively include presence of clear goals, alignment of values in the organization, adequate security, relations between peers, effective staff meetings that allow opportunities for discussion and interaction, teamwork (workshops and brainstorming)

organizational climate and culture, shared lunches and breaks where possible, creation of social spaces, social outings and celebrations, clarify the role of the individual with relation to the objective of the organization, opportunities for creativity and renewal, number of hours worked, tactful discipline, employee involvement, interesting work, clearly set and communicated deadlines and policies and its administration. They also intimated that given a choice, they would you change their work environment to enable them offer quality services.

Table 4.19: How employees feel about the company working environment in relation to stress

Responses	Frequency	Percentage
Satisfied	7	18.9
Not satisfied	13	35.1
Somehow	17	45.9
Total	37	100.0

The study also aimed at finding out how employees feel about the company working environment in relation to stress. From the table above, majority of the respondents, 45.9%, were somehow satisfied about the company working environment in relation to stress, 35.1% were not satisfied while 18.9% of the respondents were satisfied.

4.5 Family Issues

The respondents intimated that family issues influence staff performance to a great extent. The study found that the family issues that affect staff performance include family work overload, the hours of working, decision-making latitude, and the physical family work, family conflict, role family ambiguity, and family responsibility, changing nature of interpersonal relationships, including those with peers, friends, house helps, and co wife, conflicts of loyalty, spillover of demands from one domain to the other, and life events, marital disagreements and child-related problems.

Table 4.20: Strength of World vision sponsorship department culture

Responses	Frequency	Percentage
Very strong	13	35.1
Not strong	2	5.4
undecided	22	59.5
Total	37	100.0

On the strength of World vision sponsorship department culture, 59.5% of the respondents were undecided on the fact that World vision sponsorship department culture, 35.1% said it was very strong while 5.4% said that it was not strong.

Table 4.21: Weakness of World vision sponsorship staff culture

Responses	Frequency	Percentage
Very weak	1	2.7
Not weak	12	32.4
Undecided	24	64.9
Total	37	100.0

On the weakness of World vision sponsorship staff culture, 64.9% of the respondents were undecided, 32.4% said it was not weak while 2.7% of the respondents said it was very weak.

4.6 Results of Study Variables

The Table 4.22 below shows the correlation coefficient and significance of the variables

	Staff performance	Working environment	Level of academic qualification	Family issues
Staff performance (r)	1.000			
(p) Sig. (2 tailed)				
Working environment (r)	0.795 ***	1.000		
(p) (2 tailed)	0.019			
Level of academic qualification (r)	0.516 **	0.414 ***	1.000	
(p) Sig. (2 tailed)	0.026	0.023		
Family issues (r)	0.468 *	0.361 **	0.225 *	1.000
(p) Sig. (2 tailed)	0.029	0.019	0.045	

* weak positive correlation

**moderate positive correlation

***strong positive correlation

The data presented before on working environment, level of academic qualification and family issues were computed into single variables per factor by obtaining the averages of each factor. Pearson's product moment correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. According to the table 4.22, at a correlation coefficient of 0.795 there is a strong positive relationship between staff performance and working environment. At a correlation coefficient of 0.516, there is a moderate positive relationship between level of academic qualification and staff performance. At a correlation coefficient of 0.468, there is a weak positive relationship between family issues and staff performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, discussion, conclusions drawn from the findings and recommendations made. The conclusions and recommendations drawn focus on the purpose of the study which was to explore factors influencing staff performance in world vision Marich Pass Area Development Programme a case of sponsorship department. The study specifically sought to find out how working environment influence staff performance, to establish how academic qualifications influence staff performance and to find out how family issues influence staff performance.

5.2 Summary of Key Findings

Summary of the key findings are the influence of working environment to staff performance, how level of academic qualification influence staff performance and how family issues influence staff performance

5.2.1 Influence of Working Environment on Staff Performance

The study deduced that that the working environment is competitive. From the findings it was clear that there are enough personnel in sponsorship department, the management share information on how they perform and employee evaluation employed is good. Form the findings the study deduced that the managerial standard applied in the World vision sponsorship department is not realistic. It was also clear that the organization provide some resources (money, staff support, etc.) earmarked specifically for motivation.

The study established that there is lack good working equipment in their organization which affects the respondent's performance. It was also eminent that the respondents do not have all the resource that they require to perform their duties effectively, the project is work not a lot to them, current working space is not adequate and there is no good lighting in the office.

The aspects of work environment that greatly influence their performance of duties either positively or negatively include presence of clear goals, alignment of values in the organisation, adequate security, relations between peers, effective staff meetings that allow opportunities for discussion and interaction, teamwork (workshops and brainstorming) organizational climate and culture, shared lunches and breaks where possible, creation of social spaces, social outings and celebrations, clarify the role of the individual with relation to the objective of the organisation, opportunities for creativity and renewal, number of hours worked, tactful discipline, employee involvement, interesting work, clearly set and communicated deadlines and policies and its administration.

5.2.2 Influence of Academic Qualifications on Staff Performance

The study established that academic qualifications influences staff performance to a very great extent. It was clear from the findings that most of the respondents had degrees showing that majority of the respondents were well educated to perform their duties. On the factors that led the respondents to choose their field of major study, most said it was their qualification which shows that they were well motivated to work and perform their duties diligently. This also enables them to participate in all the organization activities. The organization follows a defined set of level of employee academic qualification in its recruitment process.

5.2.3 Influence of Family Issues on Staff Performance

The study established that family issues influence staff performance to a great extent. The study found that the family issues that affect staff performance include family work overload, the hours of working, decision-making latitude, and the physical family work, family conflict, role family ambiguity, and family responsibility, changing nature of interpersonal relationships, including those with peers, friends, house helps, and co wife, conflicts of loyalty, spillover of demands from one domain to the other, and life events, marital disagreements and child-related problems.

World vision sponsorship department culture is not well defined as the respondents were undecided whether it was strong or weak. The study found that the organization systematically measure actual performance versus goals.

5.3 Discussions

The study found that the study deduced that that the working environment is competitive. It was also clear that there are enough personnel in sponsorship department, the management share information on how they perform and employee evaluation employed is good. The managerial standard applied in the World vision sponsorship department is not realistic. These findings are in agreement with those by (Kalleberg, 1996) that the increasingly competitive environment faced by organizations has caused many organizations to re-evaluate their structures and employee performance which has been one of the main influences on the rise of participative performance. In addition, (Belous 1988) observed that managerial standards can be a factor in motivating or de-motivating employees' performance in any environment. McMahan (2000) also added that managerial standards should be in line with the job duties outlined in the job description outlined by human resource which would be a benchmark for performance measurement in any given environment.

The study further deduced that there is lack good working equipment in their organization which affects the respondents' performance. This is consistent with (Schroeder, 2003) findings that the quality and quantity of workplace equipment and supplies can have a direct influence on employee performance. The study also found that that the respondents do not have all the resource that they require to perform their duties effectively, the project is not a work a lot to them, current working space is not adequate and there is no good lighting in the office. This is in agreement with (Prieto,1994) findings that office space must have quality lighting, good temperature controls and proper ventilation not only for employee performance morale but also for their health.

The study established that the aspects of work environment that greatly influence their performance of duties either positively or negatively include presence of clear goals, alignment of values in the organisation, adequate security, relations between peers, effective staff meetings that allow opportunities for discussion and interaction, teamwork (workshops and brainstorming)

organizational climate and culture, shared lunches and breaks where possible, creation of social spaces, social outings and celebrations, clarify the role of the individual with relation to the objective of the organisation, opportunities for creativity and renewal, number of hours worked, tactful discipline, employee involvement, interesting work, clearly set and communicated deadlines and policies and its administration. These findings were in line with earlier findings on the importance of employee participation as a performance strategy which was first stressed in the late 1920s and early 1930s (Mayo, 1933).

The study also found that academic qualifications influences staff performance to a very great extent. (Wood, 2002) agree with this as he stated that staff academic qualification is the process of collecting and evaluating information about an individual in order to extend an offer of employment. Employee academic qualification is part of the overall staffing process of the organization, which also includes human resource planning and retention activities so as to perform. (Kreisman, 2002) also observed that effective employee level of academic qualification is a critical component of a successful organization. (Hoque, 1994) also stated that employees should have sound academic background required to perform.

Most of the respondents had a degree showing that majority of the respondents were well educated to perform their duties. The organization follows a defined set of level of employee academic qualification in its recruitment process. On the factors that led the respondents to choose their field of major study, most said it was their qualification which shows that they were well motivated to work and perform their duties diligently. This also enables them to participate in all the organization activities. This is consistent with (Schroeder,2003) findings that the organization projects is likely to demand for personnel with particular knowledge, skills, and abilities and compares that to the anticipated availability of such personnel in the internal or external labor markets which will make an impact in productivity. During the recruitment phase of staffing, the organization attempts to establish level of academic qualification and the years of experience.

The study also revealed that the family issues that affect staff performance include family work overload, the hours of working, decision-making latitude, and the physical family work, family conflict, role family ambiguity, and family responsibility, changing nature of interpersonal relationships, including those with peers, friends, house helps, and co wife, conflicts of loyalty, spillover of demands from one domain to the other, and life events, marital disagreements and child-related problems. This is consistent with earlier findings that there is stress emanating from the family that affect performance associated with the family itself, including family work overload, the hours of working, decision-making latitude, and the physical family work (Youndt, 1996). Second, role-based stress included role family conflict, role family ambiguity, and family responsibility (Youndt, 1996). Third, there is stress associated with the changing nature of interpersonal relationships, including those with peers, friends, house helps, and co wife (Youndt, 1996).

The study deduced that family issues influence staff performance to a great extent. World vision sponsorship department culture is not well defined as the respondents were undecided whether it was strong or weak. This is in contrast with what (MacDuffie, 1995) observed that strong cultures help individuals operate like well-oiled machines since their partners are receptive and accommodative, cruising along with outstanding execution and perhaps minor tweaking of existing procedures here and there.

5.4 Conclusions

The study concluded that the working environment is competitive and there are enough personnel in sponsorship department, the management share information on how they perform and employee evaluation employed is good. However, the managerial standard applied in the World vision sponsorship department is not realistic. The organization provides some resources (money, staff support, etc.) earmarked specifically for motivation. The study however deduced that there is lack good working equipment in the organization, the current working space is not adequate and there is no good lighting in the office.

The study also concluded that academic qualifications influences staff performance to a very great extent. It was deduced that most of the employees are well educated to

perform their duties. It was also clear from the study findings that the employees chose their field based on their qualification which shows that they were well motivated to work and perform their duties diligently. The organization followed a defined set of level of employee academic qualification in its recruitment process.

The study finally concluded that family issues influence staff performance to a great extent. It was clear that family issues that affect staff performance include family work overload, the hours of working, decision-making latitude, the physical family work, family conflict, role family ambiguity, family responsibility, changing nature of interpersonal relationships, including those with peers, friends, house helps, and co wife, conflicts of loyalty, spillover of demands from one domain to the other, life events, marital disagreements and child-related problems.

5.5 Recommendations of the Study

The study recommends that the management should ensure that their work environments is right by increasing their commitment to the employees, ensuring there is good supervision from the boss and ensuring that the managerial standard employed is okay. Further, the staff should be allowed to make decisions & schedules of their own work. The managerial standard applied in the World vision sponsorship department should also be made realistic.

The researcher found that academic qualifications influences staff performance to a very great extent. This study therefore recommends that during the recruitment process, the HR managers should emphasize on the level of employee academic qualification in order to boost the organization performance.

The study also revealed that family issues influence staff performance to a great extent. The study therefore recommends that in order to solve these family issues, guidance and counselling department should be established in the firm.

5.6 Suggestion for Further Research.

This study explored the factors influencing staff performance in World Vision Marich pass area development programme a case of sponsorship department. The researcher therefore recommends that further studies should be done on other departments so as

to allow for generalization on the factors influencing staff performance in World Vision Marich Pass Area Development Programme. Further studies should be done in other firms so as to allow for generalization on the factors influencing staff performance in organization in Kenya.

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APPENDICES

APPENDIX 1

LETTER OF TRANSMITTAL

SAMUEL NG'OLEZIA
UNIVERSITY OF NAIROBI,
SCHOOL OF DISTANCE LEARNING AND EXTERNAL STUDIES,
DEPARTMENT OF EXTRAMURAL STUDIES,
PO BOX 30197,
NAIROBI.

Dear Respondent,

RE A SURVEY OF RESPONSE OF FACTORS AFFECTING STAFF
PERFORMANCE OF WORLD VISION MARICH PASS AREA
DEVELOPMENT PROGRAM SPONSORSHIP DEPARTMENT.

I am a student undertaking Master of Arts degree in Project Planning and Management in the above named University. I am currently working on a research project on factors influencing staff performance of World vision Marich Pass area development program Sponsorship department. Your input through responding to all the items in the questionnaire will be valuable in identifying these factors. Utmost confidentiality will be observed to ensure that the information you provide will not in any way jeopardize your normal work life.

Thank you in advance,

Yours sincerely,

Samuel Ng'olesia

M.A Student

APPENDIX II
QUESTIONNAIRE FOR EMPLOYEES

PART 1: Personal information (gender, age, qualification)

1) Gender Male Female

2) Age 19-25 26-35
 36-45 46-54

3) Level of education

Certificate	<input type="checkbox"/>	Diploma	<input type="checkbox"/>
Higher Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>
Masters	<input type="checkbox"/>	PHD	<input type="checkbox"/>

4) Length of service

Less than 5 years	<input type="checkbox"/>	6-10 years	<input type="checkbox"/>
11-15 years	<input type="checkbox"/>	16-20 years	<input type="checkbox"/>
21-25 years	<input type="checkbox"/>	over 25 years	<input type="checkbox"/>

5) What led you to choose your field of major study?

Qualification	<input type="checkbox"/>	Parents	<input type="checkbox"/>	Joint admission board	<input type="checkbox"/>
---------------	--------------------------	---------	--------------------------	-----------------------	--------------------------

6) Do you lack working equipment in your organization? state?

.....

.....

.....

7) Do you participate in all the organization activities?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	May be	<input type="checkbox"/>
-----	--------------------------	----	--------------------------	--------	--------------------------

If yes which one and why?.....

.....

.....

8) Do you think that your working environment is competitive?

Yes

No

May be

9) What have you learned from this kind of project work?

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

Personnel

Part (11) Personnel

1) What would do you say about personnel in World vision sponsorship department?

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
1) Are there enough personnel in sponsorship department					
2) Are you allowed to make decisions & schedules of my own work					
3) Is supervision from your boss affects my performance					
4) Do management share information on how you perform					
5) Do you think your organization is committed to you					
6) Do you think employee evaluation employed is good					
7) Do you think managerial standard employed is ok					

5 . Does the organization systematically measure actual performance vs.

Goals?

Yes No May be

If yes

state.....
.....
.....
.....

6. Are managerial standard applied here realistic?

Yes No May be

7. Does the organization size affect your performances?

Little 1 Some 2 Much 3

8. Is commitment a top priority activity, performed on a regular basis, e.g., each year?

Little 1 Some 2 Much 3

9. Does the organization provide resources (money, staff support, etc.) earmarked specifically for motivation

Little 1 Some 2 Much 3

10. Does the organization follow a defined set of level of employee academic qualification in its recruitment process?

Yes 1 No 2 may be 3

11. Do all the sponsorship staff have good working equipments?

Little 1 Some 2 Much 3

A) Working environment

1. Respond to the following statement indicating your level of agreement or disagreement

Working environment

Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
1) Good lighting in the office					
2) My current working space is a adequate					
3) I have all the resource that I require to perform my duties effectively					
4) Is the project a work a lot to you					

2) What about your work environment do you consider to greatly influence your performance of duties either positively or

.....

3) Given a choice, would you change your work environment to enable you offer quality services

.....

4) How do employees feel about the company working environment does is it stress employees?

Satisfied Not satisfied Somehow satisfied

5) How strong is your culture

Very Strong Not strong undecided

6) How weak is your culture

Very weak Not weak undecided