

**FACTORS PERCEIVED TO INFLUENCE EMPLOYEES'  
PERFORMANCE AT STATE LAW OFFICES**

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## DECLARATION

This research project is my original work and has never been submitted for examination to any other University.

Signature..... Date.....

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**D61/72821/2012**

This project has been submitted with my approval as the university supervisor.

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## **DEDICATION**

This project is dedicated to my family who gave me moral support and encouragement when writing this project.

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## **ABSTRACT**

This study was geared towards investigating the factors perceived to influence employees' performance at the state law offices in Kenya. To achieve the objective of the study, the study used a descriptive survey to determine the factors perceived to influence employees' performance in State law offices in Nairobi County. The target population of the study included the employees of the State law office in Kenya. The total number of employees in the state law office was 1996. The sample size of the population included 200 employees. The stratified random sampling method was used in selecting the employees in each department. The study used primary data which was collected by a semi-structured questionnaire. Data was analyzed using descriptive statistics. According to the findings, the study concluded that the factors that affected employees' performance in State Law offices were as follows: job security, working conditions and autonomy in the work place. Similarly, it was also revealed that the employees were unsatisfied about promotions and salary increment. The study recommends that the public sector needs to sustain rewarding processes and procedures to keep employees motivated in the work place. Following some instances of dissatisfaction cited by the respondents in terms of the training processes and capacity building programs offered by the State Law office, the public sector should come up with occasional training programs and workshops to train and educate its employees in order to sharpen their skills and competence in their job. The limitation of this study is that it was not easy to have busy employees to help in filling the questionnaires since most of them thought that the process was tedious and non-paying. In most cases, white collar workers consider their time precious and worth payment; therefore, it was a hard subject convincing them that the research was meant for the betterment of their working conditions. Also, due to social desirability nature of the questions in the questionnaire, it was presumably difficult to convince the respondents to give only true information. Future researchers and academicians can conduct studies on the perceived factors affecting employees' performance in the private sector and parastatals then recommendations and findings can be drawn and conclusions based on concrete facts.

## **LIST OF ABBREVIATIONS**

IHRM	Institute of Human Resource Management
OAG	Office of the Attorney General

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

In a progressively more competitive world, performance is not an option but rather a necessity to most institutions seeking to improve their performance. This can only be achieved through collaboration between management and employees working together to achieve corporate goals. However, there are factors within and outside the organization that affect the performance of the employees. The external environment encompasses all issues, occurrences, trends that are peripheral to the corporation and beyond the control of a firm. The internal environment relates to all aspects within the confines of the organization and generally is within the control of the firm.

David & Allen (1970), researchers have come up with many theories on the issue of motivation and employee performance. Popular among these theories are Douglas McGregor Theory 'Y' which unlike theory 'X' has the view that people love work naturally and see their reward not only in terms of cash benefit but from the satisfaction derived from undertaking difficult works on their own thus providing managers a platform to exploit this wish for self development for maximum productive efficiency, Herzberg Two Factor Theory is a two step theory based on hygiene and motivator factor status, the equity theory which explains motivation in terms of trying to be like the Jones's social comparison between themselves and their peers, the expectancy theory which indicates that people are motivated by working towards some sort of benefits or bonuses .Even Maslow's Hierarchy of Needs Theory can be applied here. Other researchers like Chris Argyris, Rensis Linkert, Fred

Luthans, all gave useful perspectives into the study of motivation and employee performance (Gaziel, 1986).

Employees' performance depends on a number of factors, certainly there employees who perform better due to their levels of motivation. Other employees perform well because the working conditions and the benefits are favourable. In most cases, it depends on the needs and priorities of employees and the current status of employment that they are enjoying. These factors may affect their performance in their work places and this highly influences retention of employees in a particular job (Adsit et al, 1996).

### **1.1.1 Perception**

Perception is the process, which attributes meaning to incoming stimuli through the human senses, therefore, it is constitutes of two factors, the stimuli and the individual factors. Knowledge of the perceptual process is essential since the manner in which users of a product and service interpret the information which is affected by their cognitive understanding that they have established in their minds (James and Patrick, 2012). Too often managers misunderstand the behavior of employees because they tend to relied on their own perception of situation and forget that employees perception may be different (Gregory, 1974)

The intervening role that individual perceptions of engagement play in transmitting the perceptions of one's work context into performance behaviors that support the performance of the organization. Taken together, the pattern of these relationships suggests support for an indirect relationship between climate perceptions and contextual performance, a positive and significant relationship between individual

perceptions of engagement and both forms of contextual performance (Aquinas, 2006).

Armstrong (2006) indicates that perception happens in one of five ways, you see something with your eye, smell something with your nose, hear something with your ears, feel something with your tongue. Because there is an over abundance of stimulation hitting your senses in every moment, most sensations will be filtered out. This is why only a fraction of our surrounding environment will ever reach your conscious awareness. What is filtered in versus filtered out depends on where you put your attention. Whatever stimulus you focus on becomes the attended stimuli. At this stage you become consciously aware of the environmental stimuli and you begin to analyze and interpret the perceived object in order to give them meaning and context.

### **1.1.2 Employees Performance**

Performance is attained when an employee achieves organizational goals in a highly effective and efficient manner. This goal is closely aligned with achieving the overall goals of the organization. Baptiste (2008) notes that too often managers misunderstand the behavior of employees because they tend to rely on their own perception of situation and forget that employee's perception may be different. Performance is an extremely important criterion that relates to the organizational outcomes and success. Employees' performance is the job related activities expected of workers and how well those activities are executed. This involves all aspects which directly or indirectly affect and relate to the work of the employees.

Performance must be directed towards organizational goals that are relevant to the job or role assigned to the workers (Slocum, 2007). Workers make decision about how much to produce, how to produce and quality of workmanship. Individuals do what

they perceive will lead to desired outcomes and avoid what they perceive will lead to undesirable outcomes. Armstrong (2006) suggests that an evaluation of a leader's behaviors by employees do influence the extent to which employees perceive the organization positively or negatively. Leadership characteristics play a critical role in influencing the performance behaviors of employees in the work place.

### **1.1.3 Factors that Influence Employees Performance**

There various factors that influence the performance of employees in their work places, Khankar (2010) define motivation as ones willingness to exert effort towards accomplishment of goals. It is willing to exert high levels of efforts towards organizational goals, conditioned by efforts, ability to satisfy some individual needs. This accounts for an individual's intensity, direction and persistence of effort towards attaining a certain goal. Motivation can either be intrinsic or extrinsic. Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Intrinsic motivation is related to psychological rewards such as opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in caring and considerate manner (Spector et al, 2004).

People's behavior is determined by what motivates them, their performance is a product of both their level of ability and the level of motivation (Spector et al., 2004). It is clearly evident that if the manager is to improve performance of work in an organization, attention must be given to the level of motivation of its members. According Porter et al, (1968) character traits, skills and knowledge are used in the performance however; these traits are not always present and will not vary widely over short periods of time. Porter (1968) suggested that effort does not lead directly to

performance but is influenced by individual characteristics, factors such as intelligence, skills, knowledge, training, and personality affects ability to perform a given activity. If a person lacks the right ability or personality or has inaccurate role perception of what is required of them, the exertion of large amount of energy may still result in low level of performance or task accomplishment.

Training as any attempt to improve employee performance on a currently held job or one related to it. This usually means charges me specific knowledge, skills, attitudes or behaviors. Development refers to learning opportunities designed to help employees grow such opportunities do not have to be limited to improving employee's performance on their current job. Performance is a functional of a worker's knowledge, skills and abilities. Competences and performance are surely correlated as competences are diagnostic and can be used to assess the potential to perform (Bernardin, 2010).

The role of perception in relation to employees' performance, the findings of this study showed that perception influences the type of effort exerted, the direction and the level of action in which is believed to be necessary for effective performance. As well skills and abilities individual should have an idea of what their role involves that often go beyond the formal job description (Mullins, 2010). Role perception are influenced by our past experiences and expectations communicated. On the other hand Kondlkar (2007) stated that performance will depend upon role perception as defined in the standing orders, policy instructions and the level of efforts, skills ability, knowledge and intellectual capacity of the individual. Managers must explain to the employees the role they play in the organization. Employee need to understand

what is expected of them and how these expectations affects performance. Managers should be sure that desired level of performance set for employees can be attained.

#### **1.1.4 State Law Offices**

We have two state law offices in Kenya; however the office of the attorney general is the most superior in the land due to its mandate. The Office of the Attorney-General has the overall responsibility of providing legal advice to the Government and its agencies. It is responsible for ensuring that the Kenya Legal system effectively offers opportunity for the activities of the Public and Private Sector to be carried out within the ambit of the law (OAG, 2013).

Attorney general's office is currently divided in the following Seven (7) Departments namely: civil litigation, legislative drafting, treaties and agreements, registrar-general, administrator-general, advocates complaints commission and administration and Planning (OAG, 2013). Office of the prosecutor is also a state law office which has a mandate to carry out all forms of prosecutions including Police Prosecutions.

Other functions of state law offices include: estate duty, civil litigation, official receiver, public trustee, custodian of enemy property, college of arms, copyright, legislative drafting, drafting and vetting of Agreements, handling matters related to the Legal Profession, advocates Complaints Commission and handling all forms of registration. These offices cannot provide quality services without competent employees since they offer professional services to the government and the public. Although, there various factors that are perceived to influence employees performance, most employees in state law offices are highly affected by a number of factors in their performance for example: traits and abilities, external environment, rewards (OAG, 2013).



## **1.2 Research Problem**

Having competent staff is pertinent in providing professional and quality services to the public. Employees play a crucial role in ensuring reliable, accurate and sufficient information for decision making by the state and institutions. Being aware of the factors that influence performance is a prerequisite towards ensuring that employees offer the best to the organization (Adsit, London, Crom and Jones,1996).The factors include those relating to human resources like manpower deficiencies and lack of psychological dispositions and shortage of financial and material resources necessary for effective delivery of services (Gok, 2009). The problems of accountability as well as ethical issues also continue to affect effective delivery of public service. In an effort to improve the quality of service delivery and to restore public confidence on the services offered by the public service, there is a compelling need to investigate on the factors perceived to influence employees' performance at state law offices (Gok, 2010).A number of studies have been done in relation to factors perceived to influence employees performance. In reference to Armstrong (2006), recent research have drawn conclusions that employees performance is relatively affected by some factors however, most employees are informed of most the factors that affect them in their work places.

All state law offices are working towards ensuring that they recruit competent staffs that are able and willing to offer professional services on matters of interpretation of the law in both private and public sector in order to make informed decisions that add value to other firms. This will assist in propelling the economy to greater heights. However there are factors perceived to influence employees in State law offices for instance adequate remuneration for staff .Recently the State law offices experienced

fundamental changes in its functions following the promulgation of the new constitution for instance the office of the Attorney general and the department of justice were merged into one entity.

Some studies have been done locally in relation to factors perceived to influence employees' performance. Mbaabu (2013) to analyse the perceived factors that influence lecturers' performance at the institute of human Resource Management (IHRM).The findings revealed that rewards, training and, motivation play a key role in enhancing employees' performance in the work place. Kaimuri (2012) carried out a study on the perceived factors affecting employee performance management in the city council of Nairobi, it was found that stakeholder involvement, continuous monitoring, feedback, dissemination and learning from results, organizational culture and leadership commitment highly influenced employees' performance. Another study by Ong'amo (2012), employees disagreed that the variables of who you know and not what you know and constant pressure by worker on the supervisor were factors influencing employee promotion in Mumias Sugar Company Limited. Little research has been done on factors perceived to influence employees in State law offices and therefore this study seeks to answer this question

### **1.3 Objective of the Study**

The study sought to investigate the factors perceived to influence employees' performance at state law offices in Kenya.

## **1.4 Value of the Study**

This study will be resourceful to the government and other state bodies on establishing ways of improving employees' performance. Based on these findings state ministries can implement this to better the performance of their staff.

The study findings will be beneficial to the private sector since it provided some insights on the areas that require improvement in order to motivate employees' and boost their performances.

The study hopes to contribute to the new knowledge, theories, and methodologies needed and in future add their research knowledge on influences of employees' performance, thereby fill the gaps that this study provided through focusing on other firms like manufacturing firms, service industries, commercial banks among other firms to find out the factors that influence employees' performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter covers theoretical basis of this study and empirical studies of various scholars and researchers from electronic journals, articles and electronic books. This study will be based on two theories namely: Expectancy Theory and Herzberg Theory of Human Motivation. These two theories provide empirical evidence on the perceive factors that influence employees performance at State Law Offices in Kenya.

#### **2.2 Theoretical Foundation of the Study**

This section covers the theories that support the factors affecting employees' performance in the organization. These theories are namely: the expectancy theory and Herzberg's Theory of Human Motivation.

##### **2.2.1 The Expectancy Theory**

Both Maslow's and Herzberg's motivation theories have been criticized for generalizing about human motivation. Practical experiences can show that the same people are motivated by different things at different times and that different people are motivated by different things at the same time. The Expectancy Theory was first postulated by Vroom in the 1960s, somehow focuses more on highly personalized rational choices that an individual makes when dealing with the view of having to work hard to achieve rewards. 'Expectancy' refers to 'subjective probability' that one thing will result in another. Individual perception is therefore an essential part of Expectancy theory (Vroom, 1964).

In the expectancy model, the level of motivation of some people increases as their perceived effort to perform and thus performance reward probabilities increase. Although the two terms may sound very complicated, they can easily be understood through simple examples. For instance, “how strong can you be motivated to study if you expect to score poorly on your tests no matter how hard you study” (low effort-performance probability) and when you know that the tests will not be graded. In contrast, your motivation to study will increase if you know that you can score well on the tests with just a little hard work (high effort-performance probability) and that your grades will be significantly improved (high performance-reward probability). Employees are no different to students - they are motivated to work harder when they believe their hard work will lead them to achieve personally valued rewards (Spector et al., 2004).

Porter and Lawler (1968), relates efforts, performance, reward and satisfaction. Porter further notes that performance is the measurable output of the individual and it depends not just upon effort, but upon person’s abilities, personality traits and role perceptions. Rewards are desirable outcomes and may be intrinsic given to the worker by him or herself, example, Feeling of achievement or extrinsic given by someone else, example, Salary and conditions. Porter and Lawler believe that intrinsic rewards are much more likely to produce positive attitudes about satisfaction that affect performance. Satisfaction is derived from the extent to which actual rewards fall short, meet or exceed the individuals expectations (perceived equity). The key to this lies in “expectations” rather than the actual rewards themselves. Thus if actual rewards are below what is perceived to be, say, adequate or fair( and this includes views about what the organization should provide as a reward for a given level of

performance), the individual will be satisfied. In addition satisfaction is more dependent on performance than performance is on satisfaction. A dissatisfied worker can still produce acceptable levels of outputs, but poor performance is unlikely to bring about necessary to produce satisfaction. In Porter and Lawler model, satisfaction is only one variable in motivation (Gaziel, 1986).

### **2.2.2 Herzberg's Theory of Human Motivation**

A survey was carried out in USA in 1959, two hundred engineers and accountants were interviewed. Information was collected about the attitude of people towards work and the factors that motivated them to work hard. From the results of this analysis, it was found that attitude towards work depends on two sets of factors namely hygiene or maintenance factors and the motivating factors. Hygiene Factors do little contribution to provide job satisfaction. Frederick Herzberg called them "dissatisfiers" as their absence led to dissatisfaction but their presence is not motivating but only prevent dissatisfaction. The hygiene factors meet man's needs to avoid unpleasantness but do not motivate them to take more interest in the work (Gaziel, 1986).

Hygiene factors when provided create a favorable environment for motivation and prevent job dissatisfaction, Herzberg (1968). They are not an intrinsic part of a job, but they are related to the conditions under which the job is performed. When an employer is unable to provide enough of these factors to his employees, there will be job dissatisfaction. However, if they are provided, they will not necessarily act as motivators. They will just lead employees to experience no job dissatisfaction. Such hygiene factors for example: an organization's working conditions, salary, employee

benefits supervision, interpersonal relations with superiors and subordinates among others.

Frederick Herzberg indicates that these two sets of factors are quite independent of each other. It may be noted that hygiene factors, when satisfied, tend to eliminate dissatisfaction but do not motivate an individual employee for better performance. The motivating factors will permit an individual to grow and develop in a natural way. In brief, hygiene factors affect an individual's willingness to work while motivating factors affect his ability and efficiency to work. Motivating factors motivate subordinates to take more interest in the work. They raise efficiency and productivity of employees. Frederick Herzberg (1968), motivating factors are essential in order to provide job satisfaction. To maintain a high level of job performance employees will not have job satisfaction if the motivating factors are not provided in sufficient quality by the employer.

### **2.3 Factors Perceived to Influence Employees' Performance**

There are a variety of factors, personal, company-based and external factors that affects employees performance. Identifying these factors can help improve recruitment, retention and organizational results. Many factors affect employee performance that managers need to be aware of and should work to improve at all times (Johanson et al., 2006;Chan, 2004).Lawler (2003) empirically examined the association between the link to rewards and performance management systems effectiveness, concluding that performance appraisal systems are more effective when there is a connection between the results of the performance management system and the reward system of the organization. The results of this study revealed that most employees performed in the work place in order to get rewards and recognition.

Similarly, a number of studies have found a positive association between linking performance to rewards and performance measurement systems (Burney et al., 2009). Hence, it is seen that a performance management systems with a strong link between performance and rewards is more likely to motivate employees, focus managers' attentions on performance evaluation, better manage poor performers, and result in a more effective allocation of resources.

### **2.3.1 Environmental Factors**

An exploratory study was carried out on the effects of psychological stress and how it affects performance by Helena & Addae. (2006), the study found out that environmental factors are factors over which an individual has no control for example, the job may have been completed under severe time constraints, with a lack of adequate resources, or by using obsolete equipment; there may have been conflicting priorities or information overload, such that the individual is 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 her initiative and imagination to the extent that she wished; the quality of the supervision exercised may have been defective , some people need encouragement and support, whereas others like to be left to get on with the job. This cannot be used as excuses for poor performance, but they do have a modifying effect.

Khankar (2010) motivation is the willingness to exert high levels of efforts towards organizational goals, conditioned by efforts, ability to satisfy some individual needs. It account for an individual intensity direction and persistence of effort towards attaining a goal. Motivation can be intrinsic or extrinsic: extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion,



contract of service, the work environment and conditions of work. Intrinsic motivation is related to psychological rewards such as opportunity to use ones ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in caring and considerate manner (Spector et al, 2004).

### **2.3.2 Traits and Skills**

A cross national comparative study was conducted in China and America, Spector et al. (2004) found that people's behavior is determined by what motivates them .Their performance is a product of both ability level and motivation .Motivation is necessary for job performance. It is clearly evident that if the manager is to improve performance of work in an organization, attention must be given to the level of motivation of its members. Porter et al, (1968) character traits, skills and knowledge are key ingredients for employees' performance. Porter and Lawler (1968) suggested that effort does not lead directly to performance but is influenced by individual characteristics, factors such as intelligence, skills, knowledge, training, and personality affects ability to perform a given activity. If a person lacks the right ability or personality or has inaccurate role perception of what is required of them, the exertion of large amount of energy may still result in low level of performance or task accomplishment.

In his approach, Bernardin (2010) indicated that training as any attempt to improve employee performance on a currently held job. Training helps in propelling an employee's specific knowledge, skills, attitudes or behaviors. Development refers to learning opportunities designed to help employees grow such opportunities do not have to be limited to improving employee's performance on their current job. Performance is a functional of a worker's knowledge, skills and abilities.

Competences and performance are surely correlated as competences are diagnostic and can be used to assess the potential to perform.

### **2.3.3 Rewards**

Individuals have their own needs and ideas about what they desire from their work (Vroom, 1964). They work on these needs and ideas when making decisions about what organization to join and how to work hard. Rewards include a pay increase, promotion and acceptance by coworkers, job security, reprimands and dismissals. Managers should be sure that the changes in outcomes or rewards are large enough to motivate significant efforts. Trivial rewards may result in minimal efforts, if any, to improve performance. Rewards must be large enough to motivate individuals to make the effort required to substantially change performance.

Perceived equitable rewards are the level of rewards people feel they should fairly receive for a given standard of performance. Most people have an implicit perception about the level of rewards they should receive commensurate with the requirements and demands of the job and contributions expected of them. Porter and Lawler (1968) observe that Rewards may be of two kinds: intrinsic and extrinsic rewards. An example of intrinsic rewards is a sense of accomplishment and self actualization. Extrinsic rewards may include conditions and status. Intrinsic rewards are much more likely to produce attitudes about satisfaction that related to performance. Services rendered by individuals to organizations have to be paid for.

Rewards generally comprise cash payments which include wages, bonus and shared profits, (Aquinas, 2006). Good compensation plans have a salutary effect on the employees. Giving satisfactory and fair amount of compensation probably can eliminate most of the labor disputes, it makes employees happy in the work place,

cooperative with management and productivity is up. Although there can be both monetary and nonmonetary forms of compensation, it is the monetary forms of compensation which is the most basic element by which individuals are attracted to an organization and persuaded to remain.

Reward systems also affects organizational performance through increasing quality of products and services, as it is proven that in companies with a focus on enhancing human capital the quality of their outcomes is much higher than in organizations without a progressive Human Resource Management policy (Gaziel, 2003), especially in the service industry, where the products are intangible, inseparable and that is why most companies are highly dependent on their staff since they play a critical role in continuity and productivity of a firm. The quality of the service is highly influenced by the motivation, spirit, training and choice of staff.

Rewards refer to all forms of financial returns and tangible benefits that employees receive as part of an employment relationship. Research suggests that reward system can influence a company's success or failure in three ways. First, the amount of pay and the way it is packaged and delivered to employees can motivate, energize and direct behavior. Second, compensation plays an important role in an organizations ability to attract and retain qualified, high-performance workers unless applicants find job offers to be appropriate in terms of the amount and type of compensation, they may not consider employment with a particular firm. Thirdly, the cost of compensation can influence firm success (Bernardin 2010). Employees' satisfaction with pay is correlated with original commitment and trust in management, while it is inversely related to absenteeism and lateness, seeking alternative employment opportunities, terminating employment with the organization (Gaziel, 1986).

### **2.3.4 Job Satisfaction**

Job satisfaction is the feelings or attitude an individual has towards his or her job. Job satisfaction is high when an individual takes a favorable view of his or her work activities and achievements. Happy workers are more likely to be productive workers and yield better results. There is a general agreement that job dissatisfaction can have harmful effects on both job holders and the organization. An individual with low job satisfaction will suffer stress and frustration. That increasing job satisfaction could increase the productivity and performance of the workers. The results of Hawthorne studies indicated that satisfaction was likely to cause better performance this was attributable to more committed employees, low rate of turnover, few cases of absenteeism and improved efficiency (Locke, 1970).

Job satisfaction is characterized more by attitude and internal state of an employee which is necessary to achieve a high level of motivation and performance. The level of job satisfaction is affected by two broad factors: Intrinsic factors arising from the performance of the job itself (Locke, 1970). These depend with the type of a job, whether it is changing, whether it allows the job holder to use wide range of talents or skills, whether the job holder has control over the work situation and whether his or her views influence decisions affecting the job. Extrinsic factors on the other hand, Herzberg (1968) observes that if job satisfaction is linked with motivation, employees who are more satisfied are likely to perform better in their work places than those who are dissatisfied. He further showed that the elements which give job satisfaction have little to do with money or the status and far more to do with achievement, responsibilities, the job itself, opportunities for career growth and recognition. Self-driven and focused individuals can gain personal satisfaction from working in a group

with high morale this motivates them to work even harder like their counter parts and in turn leads to high employees' performance. Conversely, a demotivated group of employees is more likely to underperform since the employees lack the drive to work hard in the organization. Some of the things that would lead to dissatisfaction in the work place involve remuneration and working conditions.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research methodology that was applied in conducting this study. This included the research design, population of the study, sample design, data collection and data analysis.

#### **3.2 Research Design**

This study used a descriptive survey. The study used descriptive survey design which is a research technique where data is gathered through asking various questions from the respondents. A descriptive survey is usually concerned with describing a population with respect to important variables with the major emphasis being on determining the frequency with which something occurs or the extent to which two variables co-vary (Kothari, 2004). In this study, the focus was to determine the factors perceived to influence employees' performance in State law offices in Nairobi County.

#### **3.3 Population**

Mugenda and Mugenda (2003), explains that a target population should have some observable characteristics to which the researcher intended to generalize the results of the study. The target population of the study included the employees of the State law office in Kenya. The total number of employees in the state law office is 1996.

#### **3.4 Sample Design**

The sample size of the population included 200 employees. According to Kothari (2004) the sample size of the population should be more than 10% of the total

population .The stratified random sampling method was used in selecting the respondents in all the seven departments. 28 employees were selected from each of the seven departments in the State Law Office.

### **3.5 Data Collection**

The study used primary data which was collected by a semi-structured questionnaire. The questionnaire contained two sections which were divided into two sections in which part one collected data on general information about the organization and part two collected data on the factors perceived to influence employees' performance in state law offices. The respondents for this study were the employees of state law offices in seven departments namely: registrar general, administrator general, civil litigation, legislative drafting, treaties and agreement, advocates complaints commission and administration and planning. The respondents were selected using systematic sampling, 28 respondents were chosen in each of the seven departments. The questionnaire was administered by a drop and pick later method at an agreed time with the employees.

### **3.6 Data Analysis**

Data in the questionnaire was checked for accuracy, reliability and validity to ensure that it was fully completed before coding. Descriptive statistics was used which includes frequency, mean standard deviation and percentages. Data collected was reported using frequency tables, pie charts and bar charts.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND RESULTS**

#### **4.1 Introduction**

This section covers data analysis, results and discussions of the study in reference with the research objective and research methodology. The findings of this study are presented on the objective of the study which was to investigate the factors perceived to influence employees' performance at state law offices in Kenya. A structured questionnaire was used to collect primary data from the employees of State Law Office

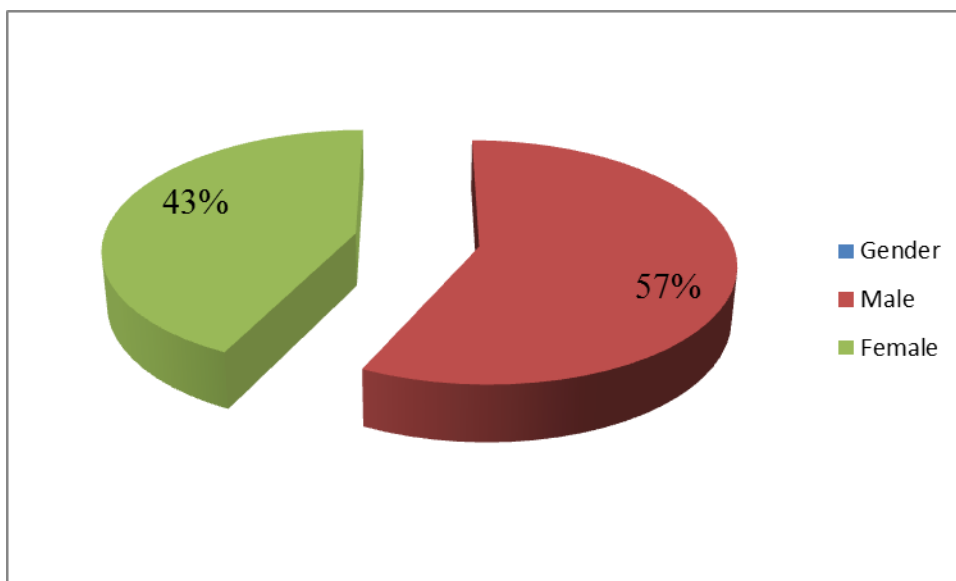
#### **4.2 Response Rate**

To achieve the objective of this study, a population of 200 employees from State Law Office, Kenya was targeted. Out of 200 questionnaires issued, 140 were filled and returned making a response rate 70%, this was considered a sufficient representation of the whole population. Some respondents cited busy schedules as the reason for not responding since the study was carried out within a limited period of time.

##### **4.2.1 Gender**

The respondents were asked to indicate their gender to determine whether extent of gender disparity as well as to determine whether the responses with regard to the factors perceived to influence employees in state Law Office was in any way influenced by gender.





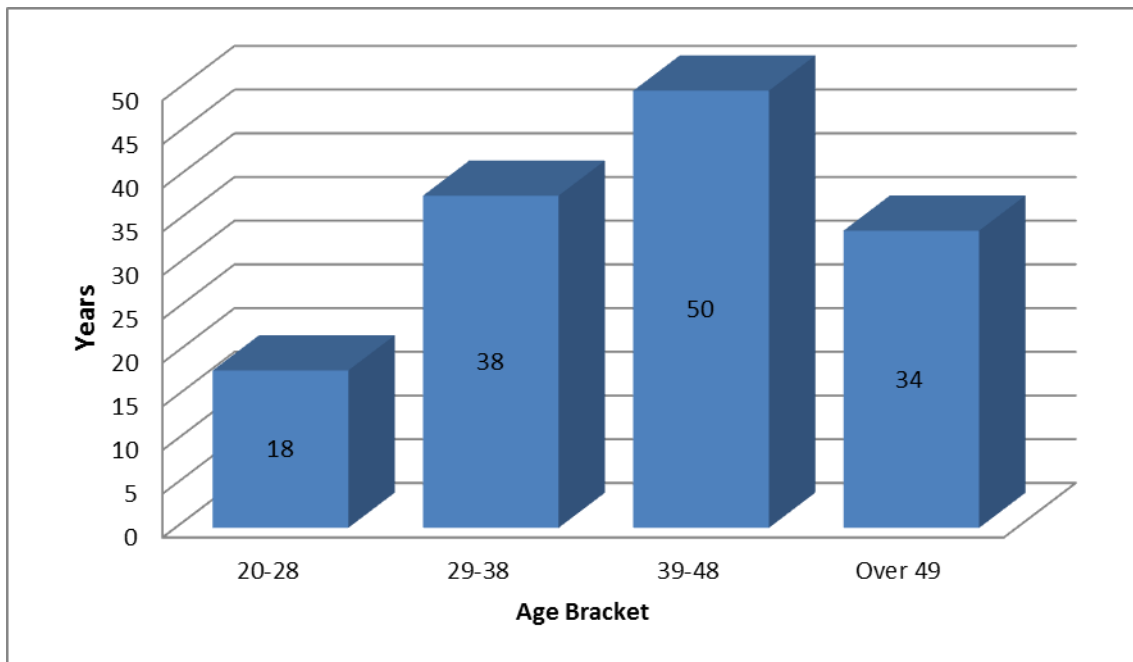
**Figure 4.1 Gender**

Source: Research Findings

From the findings in the figure 4.1, it was revealed that 57% of employees were male and 43% of the respondents were female. This was an indication that there was more male than females. However, the gender parity was relatively small.

#### **4.2.2 Age of the Respondents**

The respondents were requested to give information about their age in order to determine whether the age of the employees influenced the factors perceived to influence employees in State Law Office, Kenya.



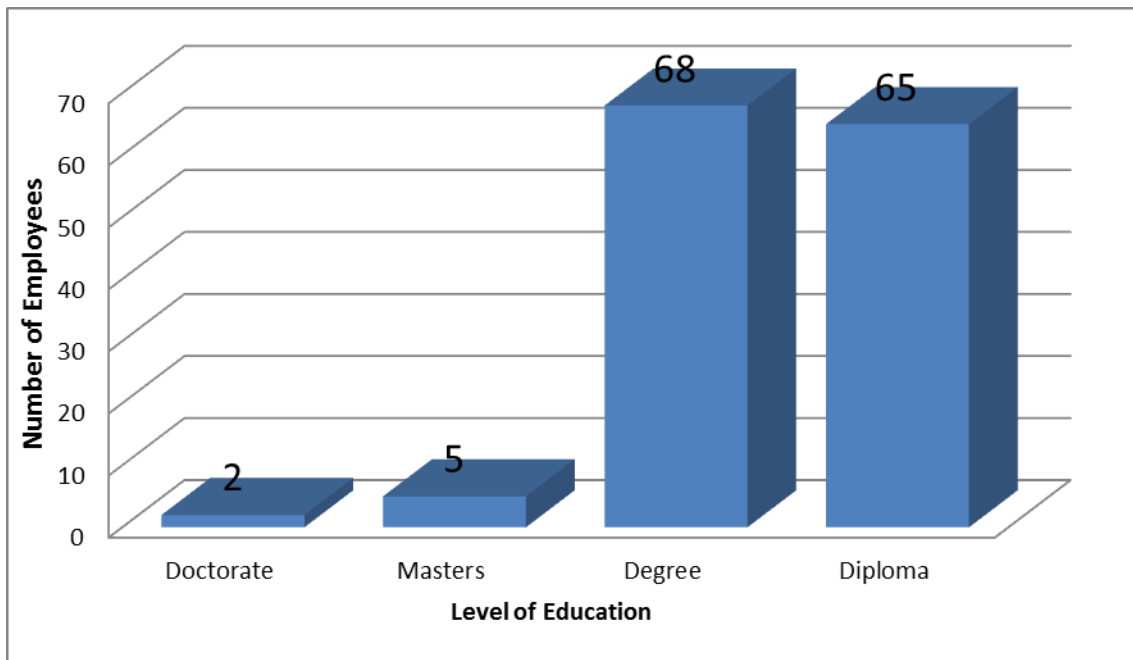
**Figure 4.2 Age of the Respondents**

Source: Research Findings

From the findings, it was revealed that between the age of 20-28, there were 18 employees in this age bracket, between 29-38 there were 38 employees in this age bracket and between 39-48 there were 50 employees in this age bracket. The findings further revealed that those employees who had 49 years and above were 34 in number. This was an indication that most of the employees working in the state law office were between 39-48 years.

#### **4.2.3 The level of Education**

The study sought to determine the level of education attained by the respondents in order to determine whether the respondents understood the factors perceived to influence employees' performance in the State Law Office.



**Figure 4.3 Level of Education**

Source: Research Findings

From the above findings, it was revealed 68 of the employees had a degree, the other 65 of the employees had a diploma, 5 had masters and 2 of the employees had doctorate degrees. It was concluded that majority of the employees interviewed in the State Law Office had degrees and diplomas.

#### **4.3.4 Length of Service in the Organization**

The researcher determined the length of service of the employees of State Law Office to establish whether they had attained adequate experience to provide accurate and reliable information in relation to factors perceived to influence employees' performance.

**Table 4.1 Length of Service**

		<b>Period of Service</b>			
		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
	Less Than 5 Years	7	5.0	5.0	5.0
	6-10 Years	39	27.9	27.9	32.9
Valid	11-15 Years	90	64.3	64.3	97.2
	16 Years and more	4	2.9	2.9	100.0
	Total	140	100.0	100.0	

Source: Research Findings

From the findings in table 4.4 above, it was observed that 5% of the employees had served for less than 5 years while 27.9% of the respondents had served for 6-10 years. 64.3% of the respondents had served for 11-15 years and only 2.9% of the respondents had served in the organization for 16 years and above. This clearly reveals that most employees working in the state law office had served between 11-15 years in the organization.

### **4.3 Perceived factors that influence Employees' Performance Office in State Law**

The respondents were asked to select the response rate that best described their perception of factors that influence employee's performance. Likert scale was used in a scale of 1-5 as illustrated below: Strongly disagree =1, Disagree =2, Undecided =3, Agree =4 and strongly agree =5

### 4.3.1 Rewards

The study sought to determine whether reward influenced employees' performance in the State Law office. Below are the findings as provided in the table 4.2 below:

**Table 4.2 Rewards**

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std. Deviation
Rate of Reward is satisfactory	2.8%	2.8%	36.7%	30.0%	27.8%	3.97	0.91
Rewards and performance	5.6%	12.8%	21.1%	38.3%	22.2%	3.89	0.98
Payment of salaries is done promptly	8.3%	8.3%	31.1%	27.2%	25.0%	3.72	1.19
Rate of Payment	5.6%	18.3%	18.3%	30.0%	27.8%	3.86	1.10
Outstanding performance	5.6%	25.6%	5.6%	24.4%	38.9%	4.06	1.09
Salaries and wages	1.3%	10.2%	21.5%	10%	57%	4.57	0.89
Average	5.84%	4.67%	9.05%	57.98%	33.12%	4.814	1.014

Source: Field Data (2014)

From above findings in table 4.2 above, 57.8% of the respondents agreed that rate of reward was a perceived factor that enhanced the level of satisfaction. Rewarding employees leads to improved employee's performance. These statements are supported by 60.5% of the respondents, 52.2% and another 57.8% respectively agreed to the statement that rate of pay and timely payment highly influences employees' performances and overall productivity of the institution. On a 5 point scale the mean score of the responses was 4.814 which indicate that there was a higher level of agreement on the questionnaire statements by respondents. The responses were also spread from the mean at a 1.014 standard deviation.

### 4.3.2 Traits and Skills

The respondents were asked to comment whether traits and skills influenced the perceived factors affecting employees’ performance in State Law office. The findings are provided in the table 4.3 below:

**Table 4.3 Traits and Skills**

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std. Deviation
Training and abilities	0.3%	30.8%	3.3%	43.9%	21.7%	3.83	0.94
Training employees	0.8%	31.1%	4.9%	30.0%	33.2%	3.85	1.08
Improvement after training	20.1%	30.6%	4.0%	31.7%	13.6%	3.65	0.75
Training and development	0.2%	50.5%	2.1%	10.1%	37.1%	3.58	1.03
Average	0.375	0.8	3.5	63.93	31.4	3.83	0.94

Source: Field Data (2014)

From above findings in table 4.3 above, 65.6% of the respondents agreed that training and abilities was a key factor that enhanced employee’s performance in State Law office. Training and development programs led to improved employees’ performance. The findings further revealed that some of the employees were not satisfied with the training and development programs offered in the State Law office. From the above findings, this is represented by 50.7% of the respondents. These statements are supported by 63.3% of the respondents who agreed to the statement that training and development is significant for improving employees’ traits and skills in their work. On a 5 point scale the mean score of the responses was 3.83 which indicated that the respondents strongly agreed on the various questions asked in respect to traits and skills. The responses were also spread from the mean at a 0.94 standard deviation.

### 4.3.3 Environmental Factors

The study sought to determine whether there was any relationship between environmental factors and the responses provided by the respondents in relation to the factors perceived to influence employee's performance in the State Law office.

**Table 4.4 Environmental Factors**

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std. Deviation
Do you work under a lot of pressure	1.0%	20.8%	3.4%	53.9%	21.7%	4.03	0.94
Work is done under strict deadlines	0.8%	41.1%	4.9%	20.0%	33.2%	3.75	1.08
Organization provides tools and equipment to do the work	0.1%	20.6%	4.0%	41.7%	33.6%	3.67	0.79
The quality of work supervision is effective	0.2%	20.5%	2.1%	40.1%	37.1%	3.58	1.03
Are your colleagues supportive in the work place	0.1%	0.4%	22.3%	38.9%	38.3%	3.94	0.89
Average	0.32	0.72	3.26	62.92	32.78	3.79	0.946

Source: Field Data (2014)

From above findings in table 4.5 above, 75.6% of the respondents agreed that motivation was a perceived factor that influenced employees' performance at State Law office. The findings established that motivational programs played an important role in improving the level of performance of most employees. This was supported by 66.9% of the respondents. It was also found that management efforts and extra input in enhancing performance was an essential motivational factor towards improving employees' performance. These statements are supported by 75.3% of the respondents. On the other hand 20.7% of the respondents indicated that the quality of

work supervision was ineffective. On a 5 point scale the mean score of the responses was 3.79 which indicated that the respondents agreed on the various questions asked in respect to environmental factors. The responses were also spread from the mean at a 0.946 standard deviation.

#### 4.3.4 Job Satisfaction

The study sought to determine the extent of satisfaction by the employees in the State Law Office. Below are the findings of the study provided in the table 4.5 below:

**Table 4.5 Job Satisfaction**

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std. Deviation
Satisfied to work	0.6%	40.4%	3.4%	13.9%	41.7%	4.03	0.94
Job satisfaction and performance	0.6%	41.3%	4.9%	20.0%	33.2%	3.75	1.08
Better working conditions	0.1%	20.5%	4.0%	21.8%	33.6%	3.67	0.79
Support and resources to meet performance targets	0.3%	20.4%	2.1%	28.1%	49.1%	3.58	1.03
Average	0.4	0.65	3.6	55.95	39.4	3.79	0.96

Source: Field Data (2014)

From above findings in table 4.6 above, 55.6% of the respondents agreed that they were satisfied with the job which motivated them to perform better. On the other hand 41% of the respondents indicated that they were dissatisfied with their job this highly demotivated them to perform in the work place. This statement was supported by 53.2% of the respondents. Better working conditions and resources play a critical role in job satisfaction leading to improved performances in the work place. The findings show that these statements were supported by 55.4% and 77.2% of the respondents respectively. This is an indication that job satisfaction leads to improved performance in the State Law office, In a 5 point scale the mean score of the responses was 3.79



which indicated that most respondents agreed that job satisfaction highly contributed to performance of employees' performance. The responses were also spread from the mean at a 0.96 standard deviation.

#### **4.4 Summary and Discussion of findings**

The findings further revealed that those employees who had 49 years and above were 34 in number which meant that most of the employees working in the state law office were between 39-48 years. The findings further revealed that majority of the employees interviewed in the organization had degrees and diplomas. The findings also revealed that 60.5% of the respondents, 52.2% and another 57.8% respectively agreed to the statement that rate of pay and timely payment highly influences employees' performances and overall productivity of the institution.

In regard to the traits and skills the findings revealed that the respondents agreed on traits and skills influence employees' performance in the State Law Office. These findings are consistent with a study by Armstrong (2006) who drew conclusions that employees performance is relatively affected by some factors for example remuneration and working conditions. According to this study, remuneration was one of the key drivers of motivation to employees in the work places.

It was confirmed that rewarding employees leads to improved employee's performance. These statements were supported by 60.5% of the respondents, 52.2% and another 57.8% respectively agreed to the statement that rate of pay and timely payment highly influences employees' performances and overall productivity of the institution. With regard to training and development programs, it was observed that training and development programs led to improved employees' performance.

The findings further discovered that some of the employees were not satisfied with the training and development programs offered in the State Law office. These findings are coherent with the following studies: Mbaabu (2013) who determined the perceived factors that influence lecturers' performance at the institute of human Resource Management (IHRM). The findings revealed that rewards, training and, motivation play a key role in enhancing employees' performance in the work place.

The findings unearthed that motivational programs played an important role in improving the level of performance of most employees, leadership , culture and extra input in enhancing performance was an essential motivational factor towards improving employees performance. Similarly, according to the findings, better working conditions and resources played a critical role in job satisfaction leading to improved performances in the work place. This finding is however in line with the suggestions by Kaimuri (2012) carried out a study on the perceived factors affecting employee performance management in the city council of Nairobi, it was found that stakeholder involvement, working conditions, organizational culture and leadership commitment highly influenced employees' performance.

With regard to the extent of employees' satisfaction in the work place, the results show that 55.6% of the respondents agreed that they were satisfied with the job which motivated them to perform better. Similarly, 41% of the respondents indicated that they were dissatisfied with their job; this highly demotivated them to perform in the work place. Further, better working conditions and resources was found to play a critical role in job satisfaction leading to improved performances in the work place. These findings are in tandem with the explanations given by Herzberg (1968) who contended that job satisfaction is linked with motivation; employees who are more

satisfied are likely to perform better in their work places than those who are dissatisfied. He further showed that the elements which give job satisfaction have little to do with money or the status and far more to do with achievement, responsibilities, the job itself, opportunities for career growth and recognition. Self-driven and focused individuals can gain personal satisfaction from working in a group with high morale this motivates them to work even harder like their counter parts and in turn leads to high employees' performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

The objective of this study was to find out what factors influence employees performance at State Law offices. In the study, the main focus was establishing what the State Law offices does to motivate it's employees and the things that the employees were not satisfied with in the work place.

The broader picture of the research was to assess the level of employees' satisfaction in their work place and how that influenced the performance of employees in the work place. The methodology employed was the use of structured questionnaires which were distributed to employees in the State Law Offices. Out of 200 questionnaires issued, only 140 were successfully completed and bore usable data.

#### **5.2 Summary of findings**

When asked about themselves, the respondents indicated that majority of the employees working in the state law office were between 39-48 years. The findings further revealed that majority of the employees interviewed in the organization had degrees and diplomas. With regard to the traits and skills the findings revealed that the respondents agreed on traits and skills influence employees' performance in the State Law Office. The study further revealed that most employees working in the state law office had served between 11-15 years in the organization.

It was also found that management efforts and extra input in enhancing performance was an essential motivational factor towards improving employees' performance. On

the other hand the respondents indicated that the quality of work supervision was ineffective due to the nature of the organizational structure.

The findings further revealed that some of the employees were not satisfied with the training and development programs offered in the State Law office. It was discovered that some of the employees were not satisfied with the training and development programs offered in the State Law office. The findings also revealed that most employees were not satisfied with the way promotions were awarded in their organization.

In reference to the analysis, better working conditions and resources was found to play a critical role in job satisfaction leading to improved performances in the work place. Job satisfaction was found to influence the level of employees' motivation. According to the findings, employees who were more satisfied with the job to performed better than those who are dissatisfied.

### **5.3 Conclusions**

The study concludes that there are several main factors realized to have influence in the performance of employees at the State Law offices. First, most of the respondents are quite satisfied with the working conditions especially job security and autonomy in the work place. Majority of the respondents concurred that the public service commission did not offer promotions on experience; the respondents indicated that employees had to further their studies in order to qualify for promotions which was a very long process to them. Some of the employees also noted that they were not satisfied with the rewarding process and procedures by the State law office. They

argued that special recognition in the state law offices was not given special attention, this demotivated employees in working extra harder to boost performance.

Training has its importance at the State Law office. Although the majority of respondents expressed satisfaction with the training activities at State Law offices, a few of the respondents indicated that the kind of staff training did not translate to improved performance. There are all indications that majority of the employees were satisfied to work in the organization. However, it is also evident that more than a few of the employees were demoralized as their grievances are not promptly attended to. The translation is low performance. Fourthly, the most of the employees were quite motivated with their roles since they were clearly defined.

However, some of the employees were dissatisfied with the remunerations; a few contended that their remuneration was not commensurate with the kind of work that they performed in the organization. Finally, support to meet individual performance targets is a crucial factor a few respondents claim low support was accorded to them especially in the introduction of county government, the respondents at the state law offices claimed that they were subjected to a lot of work.

#### **5.4 Recommendations**

The study recommends that the public sector needs to sustain rewarding processes and procedures to keep employees motivated in the work place. Following some instances of dissatisfaction cited by the respondents in terms of the training processes and capacity building programs offered by the State Law office, the public sector should come up with occasional training programs and workshops to train and educate its employees in order to sharpen their skills and competence in their job.

The public service commission should take full account on established policies in the counties in which they operate and consider the views of other stakeholders. In this regard, it should: Contribute to economic, social and environmental progress with a view to achieving sustainable development.

The study also recommends that the public service should encourage local capacity building through close co-operation with the local community, including business interests, as well as developing the enterprise's activities in domestic and foreign markets, consistent with the need for sound commercial practice. Encourage human capital formation, in particular by creating employment opportunities and facilitating training opportunities for employees.

Refrain from seeking or accepting exemptions not contemplated in the statutory or regulatory framework related to environmental, health, safety, labour, taxation, financial incentives, or other issues. Support and uphold good corporate governance principles and develop and apply good corporate governance practices. Develop and apply effective self-regulatory practices and management systems that foster a relationship of confidence and mutual trust between enterprises and the societies in which they operate.

The study further recommends that the public service should promote employee awareness of, and compliance with, company policies through appropriate dissemination of these policies, including through training programmes. Encourage, where practicable, business partners, including suppliers and sub-contractors, to apply principles of corporate conduct compatible with the Guidelines

## **5.5 Limitations of the Study**

It was not easy to have busy employees to help in filling the questionnaires since most of them thought that the process was tedious and non-paying. In most cases, white collar workers consider their time precious and worth payment; therefore, it was a hard subject convincing them that the research was meant for the betterment of their working conditions. Also, due to social desirability nature of the questions in the questionnaire, it was presumably difficult to convince the respondents to give only true information.

The public service is known to work under very strict confidentiality in order to secure any unauthorized access to information. Most of the respondents agreed to participate only on condition that the information will not be divulged to any other party other than for academic purposes only.

The researcher also faced significant time and funding constraints which limited the scope of the study. It would have been more useful if the study involved a higher sample across the public service commission.

The researcher also lacked adequate support and professional guidance from experts to edit, proof read and conduct the entire research project work. The researcher had to personally work through the night to ensure that the research project conformed with the guidelines provided by the University.



## **5.6 Suggestions for Further Research**

Future researchers and academicians can conduct studies on the perceived factors affecting employees' performance in the private sector and parastatals then recommendations and findings can be drawn and conclusions based on facts can be drawn.

The researcher also faced significant time and funding constraints which limited the scope of the study. It would have been more useful if the study researched the whole of public service in Kenya other than using a sample design.

Future researchers and academicians should seek to investigate on the appropriate measures that organizations should put in place to ensure that their employees are not affected by the factors perceived to influence employees' performance in the work place. This way most organizations can devise a strategy on how to balance between the effects of these factors and the performance of their employees leading to improved organizational performance.

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## APPENDICES

### Appendix I: Questionnaire

**INSTRUCTIONS: Kindly complete the questionnaire by ticking in the appropriate boxes provided for each question**

#### **PART ONE: BIO- DATA**

1. What is your gender

Female ( )

Male ( )

2. State your age bracket in years

20-28 ( )

29-38 ( )

39-48 ( )

49 and over ( )

3. What is the highest level of education attained?

Doctorate ( )

Masters ( )

Degree ( )

Diploma ( )

4. For how long have you served in employment?

Less than 5 years [ ]      6 – 10 years [ ]

11 – 15 years [ ]      16 years and more [ ]

#### **Part ii - Perceived factors that influence employees Performance in the State Law office**

Please select the response rate that best describes your perception of factors that influence employees' performance in the State Law office.

Please use the criteria below to tick as appropriate

1= strongly agree

2= Agree

3= Uncertain

4= Disagree

5= strongly disagree

<b>Rewards</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The rate of reward at State Law office is satisfactory					
2	The rewards are tied to one's performance at State Law office					
3	Payment of salaries is done promptly.					
4	The rate of payment motivates me to achieve better performance.					
5	Outstanding employees performance receives special rewards in State Law office					
6	Salaries and wages are regularly reviewed at State Law office					
<b>Traits and Skills</b>						
1	My training and abilities is crucial in handling assignments.					
2	State Law office offers training to employees in areas that are useful in improving performance.					
3	Once training takes place I experience some improvement in performance.					
4	Training and development motivates me towards better performance and commitment to the organization.					
<b>Environmental Factors</b>						
1	Do you work under a lot of pressure					
2	Do work under strict deadlines					
3	Does the organization provide you with proper tools and equipment to do the work					
4	Is the quality of work supervision defective					
5	Are your colleagues supportive in the work place					
<b>Job Satisfaction Level</b>						
1	Are u satisfied to work at State Law office					
2	Job satisfaction leads to better performance					
3	Better working conditions leads to high job satisfaction.					
4	I have the necessary support and resources to meet my performance targets hence job satisfaction					
5	I enjoy working in State Law office					

**THANK YOU FOR YOUR TIME**