FACTORS INFLUENCING EMPLOYEE PERFORMANCE IN THE KENYAN PUBLIC SECTOR: A CASE OF THE KENYA NATIONAL HIGHWAYS AUTHORITY

BY

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DECLARATION

This research project is my original work and has not been presented for an award in any other institution.

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DEDICATION

This research project is dedicated to my family and friends for their tireless efforts throughout the studies, always showing me the brighter side of life and helping me believe in myself; reminding me that God will always be on my side.

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ABBREVIATIONS AND ACRONYMS

APRP -   Annual Public Roads Programme

FY   **-**   Financial Year

GOE   -   Government Owned Enterprises

GOK   -   Government of Kenya

HRD   -   Human Resource Development

HRM -   Human Resource Management

ICT   -   Information and Communication Technology

ISO   -   International Organization for Standardization

KeNHA-   Kenya National Highways Authority

KIA   -   Kenya Institute of Administration

KSG   -   Kenya School of Government

KURA -   Kenya Urban Roads Authority

MDAs -   Ministries, Departments and Agencies

PC   -   Performance Contracting

RRI   -   Rapid Results Initiative

SPSS   -   Statistical Package for Social Sciences

S.R.C -   Salaries Review Commission

SRDC -   Social Research and Demonstration Corporation

TQM   -   Total Quality Management

ABSTRACT

The Employee is the blood stream of any organization. The accomplishment or failure of the organization depends on its employee performance. There have been numerous complaints, accusations and validated cases of Kenyan Public employees displaying poor performance in terms of corruption, poor quality of service, delay in expected output deliverables, poor cost effectiveness among others. While there have been a variety of studies concerning public employee motivation and productivity, few, if any, studies have focused specifically on factors influencing employee performance in the Kenyan Public sector. Is it poor recruitment, poor training, poor reward or poor management? With close to three quarter of a million workers employed by the Kenyan government, any improvement in state workplace productivity could have significant financial and service impact for the Kenyan society. The aim of this study was to assess the factors influencing employee performance in the Public Sector: A case of The Kenya National Highways Authority (KeNHA). The study was guided by the following objectives; to assess how recruitment and selection influence employee performance in KeNHA; to establish the influence of training and development on employee performance in KeNHA; to establish the influence of reward management on employee performance in KeNHA; to explore the influence of management on employee performance in KeNHA. The study adopted descriptive survey design which was used to obtain information through describing the existing phenomenon. The study population was 530 KeNHA employees from which a target population of 159 KeNHA headquarter employees were chosen. The estimated sample size was 108. Stratified random sampling was used in the study with departments forming relevant strata. Content validity was provided by the researcher sharing the research instrument with the supervisors. Split- half method was employed to test the reliability of the instrument. A structured questionnaire was prepared and administered to all the purposively sampled respondents. The questionnaire was collected after three days. 108 respondents participated in the study and only 103 questionnaires were correctly filled and used for analysis. The data collected was checked for completeness and analysed using descriptive statistics. Results for quantitative data are presented in tables and factual statements. It is believed that the findings from the sample will be a representative of the situation in the Public Sector to a reliable degree. Data was analyzed using SPSS software, Microsoft excel as well as manual methods and presented in form of tables, mean, percentage and factual statements. The study findings indicate the critical factors influencing employee performance in public sector include; recruitment that is slow, less transparent, and interfered by external influence; poor training especially job rotation; and lack of performance rewards and incentives. The study recommends introduction of performance related pay system and stringent recruitment controls. Further studies are proposed on factors influencing employee performance on other government bodies other than roads and also a study on factors influencing corruption in the public sector.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

All organizations exist to make certain expected returns to those who have invested in them in terms of performance. Performance is measured in terms of how well the organization is able to meet its vision, mission and objectives. How public managers can motivate public employees towards achieving public purposes has been described by Behn (1995) in his article 'The Big Questions of Public Management' as one of the big questions that scholars of public management should attempt to answer through their research. Around the globe, three key components of government performance are leadership, trust, and service-minded responsiveness to citizens (Xiaojun & Mary, 2014).

According to Xiaojun & Mary, Public service plays a vital role in China's development, and changes have been underway for the past 20 years to improve China's human resource systems. A formal civil service system was adopted in 1993, and there are strategic efforts underway to transform demoralized organizational cultures (Ko & Han, 2013) and to emphasize ethics (West, Beh, & Sabharwal, 2013).The Report of the year 2012 18th National Congress of the Communist Party of China specifically recommends improvements in government agencies to enhance the nation's economic and social development. To this end, public workers' salaries have increased, but management expects more responsiveness in exchange (Xiaojun & Mary, 2014).

As for quality in recruitment and training of civil service, In China, Public servant training is mainly divided into two kinds. One kind is formal schooling, which is chiefly undertaken by ordinary colleges and universities. Like other specialized formal schooling, it recruits students through the annual college entrance examination. Students look for jobs by themselves after graduation. If they want to work in public office, they have to take the special examinations for enrolling as civil servants. Only those who pass the examinations will be admitted. The other kind is the short-term professional training (vocational education) conducted by party and administration schools (Institute for Research and Debate on Governance, 2006).

In Germany, recruitment to the public service is such that suitable candidates are chosen by means of a selection process. Each authority is responsible for conducting its own recruitment of new staff and may establish independently how applicants are to be selected. This responsibility for human resource matters derives from the ministerial principle, according to which each federal minister manages the business of his/her department independently and on his/her own responsibility. As for compensation, the remuneration, which is paid monthly in advance, consists primarily of the basic salary, family allowance, as well as allowances in specific cases. As a motivation for better performance since 1997 it became possible for public sector employees to advance to the next step in only half the usual time (performance step) in remuneration scheme in case of consistently outstanding performance. Other approaches used include one off performance bonuses rewarded to high performers at the end of the appraisal year. Poor performance sanction in terms of delayed or no promotion to the next step is also used by German public sector employees' supervisors to influence performance (Kai-Andreas Otto, 2006).

In summer 2005 the German government adopted a performance related pay reform. The governments' proposal for a new remuneration act was to reduce the basic salary at the initial and final steps. After the initial step, basic salary rises in 5, 10 and 20 years to the maximum basic salary. A performance variable of 2%, 4%, 6% or 8% can be added to the basic salary if the staff the related performance score. For instance a person fulfilling the minimum requirements would not receive any performance variable consequently his basic salary will be reduced to 96% of the old basic salary; a normal achiever with satisfactory performance would receive a performance variable at step 1 his new salary becomes 98% i.e. (96% + 2% = 98% of the old basic salary); a high achiever with very satisfactory performance would receive an additional 4% thus getting 100% of the old basic salary; for above-average performance an additional 6% thus getting 102% of old salary; and for outstanding performance an additional 8% thus getting 104% of the old salary. The main purpose for this was to invoke a spirit of high performance within the German public sector employees (Kai-Andreas Otto, 2006).

Within the last decade the Kenyan government has been implementing civil service reforms. The core strategies of the civil service reforms in Kenya include organizational restructuring, human resource management including pay reform, budgetary and financial reforms while the non-core

elements are strengthening the capacity of policy-making institutions, building the capacity of the civil service through training of staff among others(UNECA, 2010). Progress has been made in terms of innovations and best practices in civil service reforms. They include: (i) mainstreaming leadership and management; (ii) building an incentive framework under severe budgetary constraints; (iii) capacity building; (iv) enhan,ced remuneration for civil servants; (v) annual civil service monitoring and evaluation among others (UNECA, 2010). The civil service reforms in Kenya led to the formation of Authorities with a key objective of enhancing public sector performance. Among the distinct measures taken by the authorities to boost performance include organization specific recruitment and employee service (employees are no longer transferred from one ministry to the other), enhanced capacity building of staff, enhanced compensation, elaborate management structure, customized organization vision and objectives.

Like in Germany, recruitment to the Kenyan authorities is such that suitable candidates are chosen by means of a selection process. Each authority is responsible for conducting its own recruitment of new staff and may establish independently how applicants are to be selected. This responsibility for human resource matters derives from the ministerial principle. As for compensations the payment has been enhanced.

According to a comparative study on public-private sector wage differentials in Kenya by Kenya Institute for Public Policy Research and Analysis (KIPPRA) it was established that the general public sector pays slightly higher than the private sector when comparing cumulative basic salary and allowances. However, the private sector pays a higher basic salary (KIPPRA, 2013). It was also established that there is a positive correlation between wage differential and the cost of labor, as the higher the wage differential the greater the likelihood for agitation for higher wages. It was also observed that basic salaries alone are not a sufficient motivator for retaining employees. Incentives and allowances play a significant role in ensuring employee retention within the public sector. Among the recommendations made in this study included establishment of performance and productivity measures that will be used to remunerate public service employees and developing parameters, including policy and legislation for determining remuneration, and benefits structure that is equitable, sustainable and enhance productivity of Public sector employees (KIPPRA, 2013).

In 2009, as a result of the civil service reforms and following the enactment of the roads act 2007, the Ministry of Roads split its functions into Kenya National Highways Authority (KeNHA), Kenya Urban Roads Authority (KURA) and Kenya Rural Roads Authority (KeRRA). KeNHA. KeNHA's core functions include constructing, upgrading, rehabilitating, maintaining national trunk roads and axle load control as prescribed under the traffic act. KeNHA has five main departments; planning, design and construction, special projects, maintenance and quality assurance department, Finance, Human resource, ICT, procurement communication and legal act as support sections. KeNHA identifies, quantifies, and packages works on roads and bridges requiring construction, maintenance, rehabilitation or upgrading. It then evaluates private contractors and consultants to select the best qualified contractor or consultant to implement the works. During execution of the works KeNHA supervises, monitors quality of executed works and approves payment of the works done.

For quality work implementation KeNHA has adopted the vision 'A leading Highways Authority committed to quality, safe and adequate National Trunk Roads'. The work force in KeNHA comprise of mainly civil (roads) engineers with support departments of finance officers, procurement officers, human resources and information communication technology (ICT) officers. KeNHA is one of the many examples in which the government of Kenya has implemented the civil service reforms. The key objectives of the civil service reforms was to enhance employee performance.

The prevalent factors influencing employee performance targeted by introduction of the parastatals such as KeNHA include enhanced and more effective recruitment and selection procedures, enhanced and customized training and development of the employees, enhanced employee remuneration, more elaborate management approaches with specific organization vision and objectives. All these measures are targeted towards enhancing effectiveness and performance of the public sector. So far with the measures in place, there has never been a study assessing the factors influencing employee performance in the public sector. Some of the poor performance indicators of corruption, poorly maintained roads, slow work progress, delayed payments still exist

in the authorities. It is believed that this study will help close the existing knowledge gap by assessing the factors influencing employee performance in the public sector.

1.2   Statement of the Problem

The Kenyan government's concerted effort at rehabilitating transport infrastructure will need to address the poor performance of the public enterprises that manage the networks and also mobilize adequate resources for maintenance, rehabilitation, construction and expansion of the infrastructure itself (African Economic outlook, 2005-2006). According to Kenya Roads Board report, the major drawback in the performance of the road sector has been poor management of funds and poor delivery of services to the road user (general public) by the road sector employees (Annual Public Roads Programme, FY2012/2013).

According to a research by Seboru (2015), the overall top four causes of delay identified by both consultants and contractors managed and supervised by the road authorities were: Payment by road authorities (RII = 0.759); Slow decision-making and bureaucracy in the road authorities (RII = 0.699); Processing of claims (RII = 0.609); Inadequate planning / scheduling (RII = 0.602). The core mandate of KeNHA is to select best consultants and contractors, award them road works, supervise and pay them accordingly. It is also tasked with monitoring axle loads.

When the performance of the civil servants to discharge its responsibility is poor, the implementation of government policies and strategies will not only fail but also the public will lose its confidence and integrity in the government as a whole (Adebabay, 2011). Consequently, Government agencies at every level are experiencing pressure to make fundamental improvements in the way they operate in order to keep pace with the constantly changing technological, economic, social, political and other advances. The introduction of independent parastatal bodies KeNHA, KeRRA and KURA to construct, rehabilitate and manage roads is a move to enhance performance in the road sector. KeNHA like other parastatals has strategized on improved recruitment & selection process, training, enhanced employee rewards, elaborate management and clear organization vision.

1.3   Purpose of the Study

The purpose of this study was to assess the factors influencing employee performance in the Kenyan public sector. A case of the Kenya National Highways Authority.

1.4   Objectives of the Study

The objectives of the study were;

1. To assess the influence of recruitment & selection process on employee performance in KeNHA
2. To establish the influence of training and development on employee performance in KeNHA
3. To establish the influence of reward management on employee performance in KeNHA
4. To explore the influence of management on the employee performance in KeNHA

1.5   Research Questions

1. How does recruitment & selection process affect employee performance in KeNHA?
2. How does employee training and development affect employee performance in KeNHA?
3. How does reward management influence employee performance in KeNHA?
4. How does management influence employee performance in KeNHA?

1.6   Significance of the Study

With close to 700,000 workers employed by the Kenyan government (Kenya National Bureau of Statistics, 2014) any improvement in public employee performance could have significant financial and service impact for the Kenyan government as well as achievement of the coveted Kenya vision 2030 goals. At least for the top management of the over 500 KeNHA employees tasked with the mandate of constructing, managing and maintaining the over 14,000 kilometers of the Kenyan road network this study sought to inform them of the key influences of employee performance. In addition the outcomes of the study sought to help the public sector top management in addressing outstanding challenges of poor performance, formulating and implementing policies that enhance employee performance and identifying the key factors influencing employee performance thus putting them is a better position at reviving competency in public sector. To the scholars and researchers, the study sought to help them expand their knowledge on factors influencing employee performance in the public sector and related areas as well as come up with relevant areas of study within the study. Moreover, through this study an additional source of secondary data for reviewing literature was created. To the employees in the public sector, this study provided information that educated them on the factors influencing performance.

1.7   Delimitations of the Study

The study was undertaken at the Kenya National Highways Authority headquarter offices in Nairobi. It involved staff in formal employment in KeNHA. Casual staff and internship staff were not allowed to participate in the sturdy due to their temporal employment nature.

1.8   Limitations of the Study

KeNHA comprises of Ten regions distributed country wide and the headquarter office. For ease of data collection, the data was collected from a sample station. The sample size of the station sampled for the study might not have been representative enough of the KeNHA population leading to inadequate data collection. To minimize the effect of this limitation the headquarter office in Nairobi was sampled. This is due to the fact that there were more staff at the headquarters offices than any of the regional offices.

1.9   Basic Assumptions of the Study

The study was pegged on the assumption that the respondents gave required information without prejudice and that the findings of the study could be generalized for other organizations in the Kenyan Public Sector.

1.10   Definition of Significant Terms used in the Study

Employee performance: Is the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. It is also the record of outcomes achieved, for each job function, during a specified period of time.

Public Sector: The Public sector comprises of employees serving in the main stream ministries and Government Owned Entities (GOEs). It includes State Corporations, State Agencies, County Corporations and County Agencies.

Recruitment and selection process: Is the process of choosing new personnel to work for an organization

Training and development: This process involves continuous improvement of personel skills and knowledge in executing specific roles in their line of duty.

Reward management: This term refers to both monetary and non-monetary ways of compensating, promoting, appreciating and recognizing performance of an employee.

Management: This term refers to the ways in which an organization is governed. It involves planning, organizing, staffing, directing and controlling.

In-Service training: Practical training including short courses and formalized long term programmes aimed at upgrading skills and qualifications of the employee.

Induction course: Formal introduction of a new recruit to the employer, organization, organizational culture, his or her job, workmates and the interdependent structures that constitute the working environment of the institution.

Career Progression Courses: A set of classes or plan of study on particular subjects that are considered essential and necessary for upward movement or advancement made by people in a particular job. These courses include; the Strategic Leadership Development Programme (SLDP), Senior Management Course (SMC), Supervisory Skills Development among others.

Job rotation/redeployment: Is the systematic movement of employees from one job to another at planned intervals. It involves periodic shifting of employees from one task to another where each task requires different skills and responsibilities but primarily of similar nature.

Succession training: This term is used in this study to refer to a kind of succession planning in which case immediate junior staff or deputies are groomed towards succeeding the boss just in case the boss exits the organization.

1.11 Organization of the Study

Chapter one covers the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitation of the study, limitations of the study, basic assumptions of the study and finally definitions of significant terms used in the study. **Chapter Two** deals with literature review which is organized in the following sub-topics; introduction, employee performance in the public sector, recruitment & selection and employee performance, training and development and employee performance, reward management and employee performance, management and employee performance, theoretical framework, conceptual framework and finally summary of literature review.

Chapter three covers the research design**,** target population, sample size and sampling procedures, research instruments, data collection procedures, data analysis techniques, ethical considerations and finally operational definition of variables**. Chapter four** contains data analysis, interpretation, presentation and discussion of findings of the study in line with the research objectives. **Chapter five** focuses on a summary of the research findings and discussion, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives literature on employee performance in the public sector. It also gives literature on recruitment and selection, training and development, reward management and management approach as factors influencing employee performance in the public sector. In addition theoretical framework, Conceptual framework and a summary of literature review are also covered.

2.2 Employee Performance in the Public Sector

Measuring performance is of great importance to both private and public sector organizations because it communicates the importance of established organizational goals. "What gets measured and rewarded gets attention" (Bohlander, Snell, & Sherman, 2001). In the discipline of human resource management, different writers suggest the following indicators for measuring employee performance: quality that can be measured by percentage of work output that must be redone or is

rejected; Customer satisfaction that can be measured by the number of loyal customers and customer feedback; Timeliness, measured in terms of how fast work is performed by the employee when given a certain task; Absenteeism/tardiness observed when employees absent themselves from work; and achievement of objectives measured when an employee has achieved/surpassed the set targets and considered to have performed well to achieve set objectives (Hakala, 2008; Armstrong, 2006).

The management of individual performance within organizations has traditionally centered on assessing performance and allocating reward, with effective performance seen as the result of the interaction between individual ability and motivation. It is increasingly being recognized that planning and an enabling environment have a critical effect on individual performance, with performance goals and standards, appropriate resources, guidance and support from the managers all being central (Torrington, Hall & Stephen, 2008). Human resource policies and practices indeed do affect organizational as well as individual performance. Job satisfaction for example, has for a long time been seen as key to affecting business performance as well as commitment. In addition researchers have also identified motivation as the mediating mechanism and some identify trust

and morale. In spite of more recent attention to commitment, motivation is still considered to be an important influence to performance (Torrington, Hall & Stephen, 2008).

According to Hawthorne studies, employees who are satisfied with their job will have higher job performance and low turnover, than those who are not happy with their jobs (Landy, 1985). Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets (Kinicki & Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs (Elnaga & Imran, 2013). Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is considered as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically.

Armstrong and Baron (2005) views employee performance as about encouraging productive discretionary behavior with a goal to achieving human capital advantage. They continue to hold the belief that people are the most important source of competitive advantage, and recognize that, as opposed to other forms of competitive advantage resulting from improving factors such as design or process, the people factor is very difficult to reproduce or replicate, making it so valuable to organizations. Every manager, no matter what his or her role, knows that exceptional employee performance is critical in today's world (Ripley, 2008). A major responsibility of managers and supervisors is turning employee talent into performance. Managers who are effective at employee engagement have employees who are more likely to stay, more satisfied, more committed to the organization, and more productive. Managers and supervisors can increase productivity as a result of the employees' commitment that, in turn, can increase the amount of discretionary effort employees give to the job (Wambugu & Ombui, 2013)

A successful and highly productive organization can be achieved by motivating employees by having affective reward strategies geared towards improving performance. There are a variety of factors that influence employee's performance. Identifying these factors can help improve recruitment, retention and organizational results. All employees are not equal in their working and

they have different modes of working like some have highest capability regardless of the incentive but other may require occasional jump-start (Kovach, 2007). If reward strategies are handled effectively, the result can be greater productivity and increased employee performance. Employees in an organization are required to generate a total commitment to desired standards of performance to achieve a competitive advantage and improved performance for sustaining that competitive advantage at least for a prolonged period of time, if not forever. There are a number of factors which may influence the employees' performance. Each employee may have different effect from different reward strategies. Identifying the right reward strategy that positively influences can help improve recruitment, retention and organizational results. According to Khan, Farooq & Ullar (2010), a reward strategy may possibly have the power of enhancing motivation in one way and diminishing it in other ways. To ensure the success of reward strategies, it is important to consider the uniqueness of the situation and the diversity of employees.

Similarly Campbell, McCloy, Oppler, & Sager (1993) consider employee performance to consists of the observable behavior that employees do that are relevant to the goals of the organization and that can be measured in terms of each individual's level of contribution. Campbell (1990) explains that performance is not the consequence of behavior, but rather the behavior themselves. In other words, performance consists of the behavior that employees actually engage in which can be observed.

Implementation of the public sector reforms with a performance enhancement target in KeNHA has led to various performance measures being set in place. For instance KeNHA underwent I.S.O certification towards the end of 2012. The I.S.O quality management system which primarily outlines the quality policy, quality manual specifications and the standard operating procedures are aimed at improving service levels through standardizing operations within KeNHA to a atleast a specified level of service and beyond. The I.S.O slogan of continuous improvement targets to spur all staff to continuously improve on the quality of their work towards much better results. Performance contracting is also another performance oriented measure which up to date KeNHA has adopted. At least up to now the Director General, General Managers, Managers, Head of Sections, Senior Officers (senior engineers, senior accountants, senior procurement officers, senior HRA officers, senior ICT officers etc) and Officers (engineers, accountants, procurement officers,

HRA's, ICT officers etc) do sign performance contracts at the beginning of every financial year. Plans are underway to cascade the performance contracting downwards to lower levels such as the assistant officers (assistant engineers, assistant accountants assistant procurement officers, assistant HRA's assistant ICT officers etc.), supretendants, inspectors, overseers, secretaries, office assistants among others. As KeNHA continues to expand and take more responsibilities with regards to building managing and maintaining roads and bridges, it has remained within the recommendations of the Kenya salaries review commission (S.R.C). The S.R.C focuses on the rewards aspect of public sector employees. Among the roles of S..R.C is to set and review the remuneration and benefits of all Public Sector employees taking into account sustainability, attraction and retention of high skilled professionals, productivity and performance, transparency, fairness among others.

Another performance measure under implementation is the Rapid Result Initiative. The main objective of the Rapid-Results approach is to create a context for learning and for enhancing implementation capacity, by helping KeNHA employees work on sharply-defined initiatives that will ensure delivery of the Economic Recovery Strategy targets. Although still at its infant stages, the adoption of the Rapid Results Approach (RRA) in KeNHA is one of the tools for implementing Results Based Management with a focus on Results, Capacity enhancement and client ownership. Basically the Rapid Results Initiatives aims at taping into the employee desire to succeed by creating real empowerment, motivation and innovation in working towards results. It strengthens accountability and commitment for Results and unleashes and enhances implementation capacity. It helps teams set challenging or stretching yet achievable, sharply defined, measurable and visible goals, using existing resources and capacities. RRI also aims at the result of collaboration among team members, experimentation and discovery of new ideas. The broad goals of RRI goals include action, impact variable, scope, measurement and a time frame. At least one example of a Rapid Results goal under monitoring and evaluation in KeNHA is "To restore road damage emergencies to motorable standards within 14 days".

Among other initiatives that will have an impact on the performance of the KeNHA staff include implementation of the national productivity policy recommendations of 2013. The target

objectives of this policy is to increase productivity awareness and conscious levels among public sector employees.

2.3   Recruitment & Selection Process and Employee Performance

Organizations are facing major competition from their competitors due to globalization; human resource managers are ever developing policies to ensure that the organizations remain outstanding in the world market. Various organizations have set goals and objectives which employees work toward achieving them. The management has therefore designed job specifications and descriptions to ensure that there is clear accountability of each employee towards their performance in their daily activities. Employee performance is driven from the long-term goals of the firm as operationalized through annual, semi-annual, quarterly, monthly, weekly and daily targets (Armstrong, 2009).

The general theories of recruitment as highlighted by Armstrong (2009) pinpoint the fact that employees need to have a fit-in culture in order to survive in a new job environment puts pressure on the recruitment team to cultivate the organization culture that enhances good performance. Recruitment strategies by organizations should be tailored towards specific positions to be filled. These strategies in the modern global environment include advertisements in electronic and print media, agencies and services, schools and colleges/universities forum, professional associations and internal resources. All the strategies will produce particular varying performances (Ndlovu et al, 2003).

Batt (2002) indicates that the common process by most organizations when carrying out recruitment will include a behavior-based interview which can help to some extent in predicting subsequent performance of employees better than let's say situational interviews. Nwabuzor & Anyamele (2002) observes that the theory of recruitment is a scholarly body of work about how people can most effectively be persuaded to apply for a job. Under normal circumstances, an increase in the pool of applicants will improve an employer's opportunities in selecting exactly the right people for job vacancies. Both sides of the application process should and do concern themselves with "fit".

Studies conducted by Kamoche & Kamoche (2004) shows that applicants will be attracted to the organization to the extent they see it as a good match for them, or what in the literature is known as "Person-Organization (P-O) "fit". Potential applicants make an initial assessment of the likely P-O fit through what they understand of the employer's culture. According to Soliman & Spooner (2000), recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse effect on its profitability and inappropriate levels of staffing or skills.

Gupta (2006) observes that selection can be conceptualized in either choosing the "fit" candidates or rejecting the candidates, or a combination of both. Selection process assumes rightly that there are more candidates than the number of job openings available (Prasad, 2005). The basic idea in selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment and given the fact that there are factors which affect the seeking of such information (Gerhart, Trevor & Graham, 1996). Armstrong (2009) observes that candidates can be selected using different methods in order to assess their suitability for a certain role. These methods include; individual interviews, interviewing panels, selection boards, and assessment centers. Despite a well-drawn plan on recruitment and selection and involvement of qualified management team, Elegwa et al., 2014, warn that recruitment processes adopted by organizations can face significant obstacles in implementation. Theories of human resource management may therefore provide insights on the best approaches to recruitment although organizations will have to use their in-house management skills to apply generic theories within specific organizational contexts.

The management has to compare the set goals in relation to the employee output to measure the level of performance. Performance in the corporate is largely driven by input of employees. Employee performance has therefore become a key concern of the management. Combined efforts of various employees performance determines the level of an organizations level of production hence development and growth of that organization. The continuing prosperity of a firm is likely to be enhanced by employees who hold attitudes and expectations that are closely aligned with organizations vision (Chew, 2005). Employees require motivation and other factors to enable them work effectively to achieve the Organizational goals.

According to Thomas, 1997, human resource management is at its assumption, that improved performance is achieved through the people in the organization. People are therefore considered as an important asset in any organization for better performance. Until the 1980's, performance was usually construed as the output of a combination of ability and motivation, given appropriate resources and hence motivating others became a key part of the most management (Torrington, Hall & Stephen, 2008). High-performance work systems is defined as an integrated set of human resources management policies and practices that together produce superior employee performance like employment security, extensive training and selective hiring. High-performance work systems are particular patterns of work structures, practices, and processes, and more companies are turning to them to improve performance. Organizations are in the business of achieving sustained high performance. They do this through the system of work they adopt but these systems are managed and operated by people. Ultimately, therefore, high-performance working is about improving performance through the people. The aim is to achieve high performance culture, one in which the values, norms and human resource practices of an organization combine to create a climate in which the achievement of high levels of performance is a way of life (Armstrong, 2009). People therefore have to be involved in the organizational activities to gain skills; information and experience to assist them improve their performance to meet the organizations goals and objectives. High performance work systems facilitate employee involvement, skill enhancement and motivation.

From their research Elegwa et al. (2014) found out that there is a significant linear relationship between recruitment and selection and employee performance. Armstrong (2009) also indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argues that employees who are recruited and selected objectively tend to be more productive. Kloot and Martin (2000) also indicate that recruitment and selection process is a critical component of the human resource management function since it will have a direct effect on employee performance. From their research, Elegwa et al. (2014) recommends that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. There is also need to have interview panels that are

professional and not biased. Public organizations should, therefore, look for better ways of vetting these panels in order to ascertain their integrity

2.4   Training & Development and Employee Performance

Since efficient manpower is considered as the most valuable resource of any organization, much of the investment is focused on manpower. "Education" is used to enable people to accomplish their tasks, in order to improve the quality of skills, knowledge, attitude and behaviors that are important for successful implementation of the work (Ghelich, 2007).

Effective training is considered to be a key factor for improved performance; as it can enhance the level of employee and firm competency. It supports to fill the gap between desired performance and actual employee performance. Particularly training develops skills, competency, and ability and ultimately improves employee performance and organizational productivity (Elnag and Imran, 2013). The result of Farooq. M, & Aslam. M. K (2011) study depicts the positive correlation between training and employee performance as r=.233. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employee's job related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals. Moreover, the result of the study of Sultana, Irum, Kamran & Mehmood. (2012), conducted in telecom sector of Pakistan, states the R^2 as .501 which means that 50.1% of variation in employee performance is brought by training programs. Further, the T-value was 8.58 that explains training is good predictor of employee performance.

Although the above literature provides the evidences regarding the benefits of training and its positive influence on employee performance, Cheramie, Sturman, & Walsh (2007) argued that, management, mostly feel hesitant while investing in its human resource due to various reasons. Sometime, in spite of receiving effective and timely training programs, employee are intended to cash it for the sake of their own market value and employment opportunity , or willing to change job just because of higher salaries, and thus, firm investment in training results as a cost rather than profit. It is also observed that due to the resistance of the organization towards offering training,

propels individuals to invest themselves for their career development and greater performance (Baruch, 2006).

There are two main types of training; pre-service training and in-service training and development. In Kenya pre-service training comprise of formal schooling involving primary, secondary and college or university education. Students are recruited subject to passing entrance examinations. At the tertiary level students specialize in their field of interest and after successful completion the graduates apply for jobs by themselves. In-service training is systematical teaching to employee's necessary knowledge, skills, and behaviors during their work life (Tok & Tok, 2009). According to Günes, Demir, & Hoplan (2011), In-service training is planned actions for developing of training that prepare some opportunities for trainers in which they develop their profession, and its goal is to improve knowledge and capabilities.

Most organizations worldwide have taken heed of the need to undertake effective training and development of its employees. KeNHA for example has a training policy in its human resource manual which states that '*Whilst the Authority will recruit competent personnel, it shall endeavor to continuously improve the Knowledge, Skills and Attitudes of its employees to ensure that their performance meets or exceeds the minimum expectations and benchmarks best practices*'

According to a research by Kheyrollah, Sarboland & Aghayi (2012), in-service training has influential effect on employees' personal abilities and organizational abilities, their knowledge level, their professional knowledge, and their promotion. Like most public sectors in Kenya, KeNHA has among its plans in-service training programmes for its staff an element borrowed from positive attributes of in-service training from previous studies. There are several types of in-service training. In KeNHA, like many other organizations in the Kenyan public sector at-least five are popular. These include induction, on – job training (OJT), career progression courses, job rotation and succession training.

Kupias & Peltola (2009) define *induction* as the processes and support provided by the organization in order to help a new employee know the new organization and its members as well as the expectations related to the job. A well conducted induction communicates to the employees

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that the company values and cares about them. A proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction (KT Local government employers, 2011). Foot & Hook (1999) present induction as an important aspect of the employee retention as it is the first process the new employee faces and the way induction is managed often reflects the values of a company.

A well planned induction process also affects the public image of a company as the employees might discuss the success of an induction process with other people (Foot & Hook 2008). Dessler (2013) points out four main purposes of employee induction; to make the new employee feel welcomed, provide one with basic information to function effectively, to understand the organization in its broad sense and to familiarize one with the organization's cultures and values. Carrel, Jennings, & Hearin (1997) research has also shown that the influence of the first few days on a new employee and the impressions they gain have an important bearing on performance and on labor turnover in general and that the rewards in terms of goodwill, morale and work efficiency by far outweigh the effort and investment necessary to enable the new employee to feel comfortable and at home.

The Kjelin & Kuusisto (2003) stress that a weak induction process affects the company's credibility not only externally but also internally. Well motivated employees have the energy to be productive and provide quality service. If the company management is not committed to deliver an effective induction process, the motivation levels of the employees can decrease. When the motivation and commitment of an employee is weak, there is a risk of high employee turn-over. This creates immediate costs as constant recruitments and training new employees consume a significant amount of a company's resources. Profound induction saves recruitment costs by increasing the employee commitment; the employee turnover decreases and motivation towards delivering high quality service increases. In addition the labor costs can be decreased, because well trained employees work more efficiently. (Kjelin & Kuusisto 2003).

Torrington, Hall, Taylor & Atkinson, (2011) claim that human resource practices such as induction improve performance through influencing employees' attitudes and commitment. A well-organized induction lowers the amount of errors and improves work quality as well as customer

satisfaction (KT Local government employers, 2011). In an ideal induction situation there is enough information provided in order to not only complete the tasks, but to understand the operational environment and thus be able to solve possible unexpected issues. (Kjelin & Kuusisto 2003) When an employee has enough information, one is able to work actively towards the common goals and take on initiatives that direct the organization towards its vision (Lehtonen, 2013). By reducing insecurity and anxiety, induction programmes are able to help employees settle in faster and feel more at home in the organization. These positive emotions may lead to improved levels of satisfaction amongst new employees which in turn could translate into more productive workers who feel part of the organization (D'Aurizio, 2007).

Grobler, Warnich, Carrell, Elbert, & Hatfield (2002) however contends that induction does not lead to positive outcomes because they are often conducted within a short period of time. He further argues that the programmes are generally rigid, generic and conducted for compliance purposes.

On-job training (OJT) involves new or inexperienced employees who learn through observing experienced peers or managers perform the job and trying to imitate their behavior. Every organization that is committed to generating profits for its owners(shareholders) and providing quality service for its customers must invest in on- job training for its employees (Jagero, Komba & Ndaskoi, 2012). Evans & Lindsay (1999) found out that, Motorola & Texas Instruments provided at least 40 hours of training to every employee quarterly, the outcome of this move was a significant positive impact on the employee performance.

Thomas (1997) argues that employee training involves teaching employees skills that can help them become more efficient and productive workers. He affirms that most careers include some type of on-the-job training, and a trained work force has benefits for employees and employers. Thomas (1997) clarifies that training is often conducted to familiarize new employees with the roles and responsibilities of their positions as well as company policies. Many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency Thomas (1997). Employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. This also results in lower

turnover rates (Jagero, Komba & Ndaskoi, 2012). According to Armstrong (2000) employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Reliable skilled employees can also be empowered to train other employees, the fact that reduces pressure for the management team. However, some of the drawbacks of on job training include the fact that on job training takes the trainer and materials out of production for the duration of the training time. In addition, due to safety or other production factors, it is prohibitive in some environments.

A career progression course enables an employee to gain promotion to a job of higher significance and compensation. The upward movement of employee in organization's hierarchy exposes them to enhanced responsibility, rank and compensation package which translates to improved performance (Lazear, 1998). These courses act as an incentive to employees and therefore there is a high tendency to pursue them compared to other in-service courses. The continuous desire to pursue them could have unintended consequence of employee gaining new knowledge and skills which could further contribute to improved performance to an organization (Kreps & Walis, 1997). Examples of courses under this category include senior management course, strategic leadership development among others.

Job rotation also sometimes referred to as transfers, lateral movement, cross training or redeployment has been defined as systematic movement of employees from one job to another at planned intervals (Dessler & Varkkey, 2009). It involves periodic shifting of employees from one task to another where each task requires different skills and responsibilities (Robbins, 1996). The importance of job rotation has been long recognized in almost every corporate setting all around the world. Job rotation is an excellent way for the organizations to develop employees, managers and executives (Beatty, Scheiner, & McEvoy, 1987). It enables the training of employees to be backups for other employees so that the organizations have a more flexible work force and a ready supply of trained employees which serves as a competitive edge for the organizations (Rothwell & Kazanas, 1994).

Job rotation also improves employee's problem-solving abilities and shared understanding of the job, enhances team efficiency and enables the employees to avail promotion opportunities after

successful completion of job rotation programs (Faegri & Dingsoyr, 2010). Thus, both the employees and employers can benefit from job rotation practices. In their findings Faizan et al (2012) established that that employee commitment and job involvement could be slightly increased by boosting up job rotational activities. In yet another study Campion, Cheraskin & Michael (1994) also provided that rotational activities might have some negative influence on the employees of the organization because people working on a task do not want to hand over it to others with a fear to lose mastery over it and there is a seen decrease in the quality of output and productivity of the employee being rotated that might also have some negative influence.

In 1996, a study of Eli Lilly and Company's financial workforce not only showed what the training and career-development advantages of job rotation are, but also what its pitfalls are and how to avoid them. In the Eli Lilly study it was noted that as much as there are organizational integration benefits such as increasing employees' contact networks across the organization (Cheraskin & Campion, 1996). Employees also attain a better understanding of strategic issues. Workers see more stimulating work benefits such as the variety and challenges that come from new jobs and personnel gain awareness-related benefits, which means greater insight into their strengths, personal values and management styles. Despite the benefits to people's careers the study also identified costs associated to job rotation. Among the costs, job rotation was found to increase workload and decrease productivity for the rotating employee and for other employees. Job rotation was also found to have a relationship with disruption of work flow leading to more time spent by organization in focusing on short-term solutions to correct these problems. Another cost was founded on the costs associated with the learning curve on new jobs, including time spent learning, training costs and errors that employees often make while learning a new job. Another major cost associated with job rotation identified in the study was the cost in terms of the satisfaction and motivation of other employees who aren't rotating and felt ignored by the organization (Cheraskin & Campion, 1996)

Succession training and planning are crucial activities for any organization that aspires to withstand the test of time. Employees are the most important asset for any organizations thus the need to retain them. However it is inevitable to stop an employee from exiting the organization

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hence the need to find a suitable successor that will fill the vacancy when it opens up (Gov. NL.CA, 2008).

First is the established design of the Public sector into discrete, highly specialized jobs. Many of which are specific to the public service and, thus, skill sets may not be readily available in the labor market. Second, are the people who assume these roles and responsibilities. For a number of different reasons, employees may die, become disabled or move from one job to another over relatively short periods of time. Keeping a job filled with a qualified person can sometimes be challenging but is necessary to ensure that qualified employees are always available and in place to carry out its plethora of job functions. Developing the potential for business continuity through successor training is emerging not only as a priority in the Public sector but also as a vital tool for dealing with various challenges and risks such as potential skill shortages, lack of an established talent pool, immigration and employment equity, the ageing workforce, increasing retirement eligibility, competitive labor markets, negative net migration, shrinking workforce, and internal competency gaps among other challenges (Gov. NL.CA, 2008).

External succession is especially disruptive to an organization and forms a major risk. Research has shown that about two-thirds of new executives hired from the outside fail. Forty per cent do so within the first 18 months. A survey by Booz Allen of 2,500 companies revealed that home-groomed successors tend to fare better than externally recruited managers. (Landau, 2010). A study in 2010 by Boston Consulting Group and the World Federation of People Management Associations among 5,500 leaders in 109 countries showed that successful companies recruit 60% of their top management from internal talent pools in comparison with only 13% internal recruitments in less successful enterprises (Landau, 2010).

According to a research by Kheyrollah, et al (2012), in-service training has influential effect on employees' personal abilities and organizational abilities, their knowledge level, their professional knowledge, and their promotion. Like most public sectors in Kenya, KeNHA has among its plans in-service training programmes for its staff an element borrowed from positive attributes of in-service training from previous studies

2.5 Reward Management and Employee Performance

Increasingly, organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing this balance is one of the main reasons to reward employees. Organizations that follow a strategic approach to creating this balance focus on the three main components of a reward system, which includes, compensation, benefits and recognition. Studies that have been conducted on the topic indicates that the most common problem in organizations today is that they miss the important component of Reward, which is the low-cost, high-return ingredient to a well-balanced reward system. A key focus of recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative (Puwanenthiren, 2011)

Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. There seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. Reward management has the supremacy to magnetize, maintain and motivate individuals towards higher performance. According to Lemieux, MacLeod, & Parent (2009), the existing evidence shows that when there is a good performance measures, performance-pay can enhance employee productivity and improve match quality. However, the use of performance-pay is constrained by the quality of available performance

The task of developing a strategic rewards framework for organizations is usually challenging but necessary to survive in the competitive and changing market place. The process however cannot be copied from the organizations but needs to be designed, developed and grown within the unique environment of the organization (Wilson, 2003). A well designed incentive program rewards measurable changes in behaviour that contribute to clearly defined goals. The challenge in

developing such a program lies in determining what rewards are effective agents of change, what behaviours can be changed and the cost and benefits of eliciting change (Hartman, Kurtz & Moser,1994)

Employees should be aware of the relationship between how they perform and the rewards they get. Organizations should apply performance management programs which assist in planning employee performance, monitor performance by effecting proper measuring tools. Rewards should be used as a way of strengthening good behaviour among employees as well as productivity. Hence reward systems should focus on reinforcing positive behaviour. Employees could be rewarded for working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, productivity. Employers and managers should then design or come up with a system to measure or quantify all these aspects so that rewards are then given accordingly. A good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives (Njanja, Maina, Kibet & Kageni, 2013)

An effective reward program may have three components: immediate, short-term and long term. This means immediate recognition of a good performance, short- term rewards for performance could be offered monthly or quarterly and long- term rewards are given for showing loyalty over the years (Schoeffler, 2005). Immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. Short term rewards are made either monthly or quarterly basis depending on performance. Examples of such rewards include cash benefits or special gifts for exceptional performance (Yokoyama, 2010).

Rewarding should not only be applied to individual employees within the organization but also to teams that perform excellently. Incentives given for good behavior usually improve the relationship between the employees and management because employees feel that they are being appreciated for their efforts and good work. This leads to increased employee morale, better customer care as well as increased productivity. Long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his or her organization

and it reduces employee turnover. Long term rewards include being made partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources (Yokoyama, 2010).

Every organization's reward system should focus on these major areas; compensation (salaries, perdiems, bonus, commuter allowance etc), benefits, recognition and appreciation (Sarvadi, 2010). Benefits such as car loans, medical covers, club membership, ample office space, parking slots and company cars are ways of rewarding and employees do note the types of benefit that their organization offers. Recognition and appreciation are another integral component of a winning strategic reward system. Recognition is to acknowledge someone before their peers for desired behaviour or even for accomplishments achieved, actions taken or having a positive attitude. Appreciation on the other hand centers on showing gratitude to an employee for his or her action. Such rewards help employees to gauge their performance and know whether they are doing good or bad (Sarvadi, 2010).

Performance bonuses are nowadays on the rise in many organizations because managers want to link performance to reward. (Block & Lagasse, 1997). Companies use cash bonuses to reward their employees' performance during the year under appraisal. But there is also the unspoken expectation that these bonuses will be a factor in motivating employees' performance next year as well. Employees who receive a large bonus will likely want to get it next year too. On the other hand, employees who receive a miserly bonus and it reflects how the company assessed their performance, might consider improving next year (Finkle, 2011).

2.6   Management and Employee Performance

Koontz (1978) defines management as the art of getting things done through others and with formally organized groups. The term 'management style' can therefore be defined as the leadership method a manager uses in administering an organization. It includes planning, organizing, staffing, directing and controlling, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. Robbins (2003), defines managers as ―individuals who achieve goals through other people, who oversee the activities of others and who are responsible for attaining goals in these organizations.

According to Kavanaugh & Ninemeier (2001), there are three factors that determine the type of management style: leader's characteristics, sub-ordinate's characteristics and the organization environment. Kavanaugh & Ninemeier (2001) suggested that employees who are more knowledgeable and experienced may work well under a democratic management style, while employees with different experiences and expectations require an autocratic management style. According to Wood (1994), some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence leadership style. However, leaders can adapt their leadership style to the perceived preferences of their subordinates. Management styles can be classified according to the managers' power, usage of such power and behavior as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence managers have on subordinates.

According to Kavanaugh & Ninemeier (2001), an autocratic style is embedded in leaders who have full organizational power and authority for decision making without sharing it with their subordinates, while a democratic style implies that leaders share their authority of decision making with employees and delegate, and finally a laissez-faire or free-rein style exists where leaders give their employees most of the authority over decision making. KeNHA like many other Kenyan public sector organisations, has a functional management structure. The management structure within the functions is autocratic such that assistant officers report to officers who report to senior officers who report to managers who report to general managers who report to director general who reports to the board who report to the cabinet secretary. Approvals for most of the decisions are a prerogative of the director general and the board. Decision points generated by an assistant officer have therefore to pass through atleast five to six levels before they get approval.

According to Ogunola, Kalejaiye & Chiedu (2013), the extent to which employees of an organization contribute in harnessing the resources of the organization and perform on their jobs depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors. Hersey, Blanchard & Johnson (2001)

advocates that leaders will be more effective when they know and understand the appropriate usage of power.

Ogunola et al (2013) emphasizes that human beings become members of an organization in order to achieve certain personal objectives. The extent to which they are active members depends on how they are convinced that their membership will enable them achieve their predetermined objectives. Therefore, an individual will support/be with an organization if he believes that through it his personal objectives could be met, otherwise there will be a decline in the person's interest. The management approach in an organization is therefore one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. In order to achieve the desired objectives, there must be an interaction between employers (leaders/management) and employees (followers). The management/leadership style that characterizes the inter-action between managers (or leaders) and their staff members (or followers) is most important in terms of employees' efficiency and productivity. Jaskyte (2004) postulates that employees' perception of leadership behavior is an important predictor of employee job satisfaction and commitment. The management styles employed by a manager can either motivate or discourage employees, which in turn can cause employees' to increase or decrease in their level of performance (Ogunola et al 2013).

Over the years, poor performance of the public sector, especially in the management of public resources has hindered the realization of sustainable economic growth. According to Obong'o (2009) some of the factors adversely affecting performance include: excessive regulations and controls, frequent political interference, poor management, outright mismanagement and bloated staff establishment. Among his recommendations Obong'o (2009) supports that introduction of performance contracting and insists that performance contracting be continually reviewed and adapted to assist organizations improve their service delivery. He asserts that performance contracting helps managers begin to ask the right questions and realize that they need to do whatever they have defined well and deliver that efficiently. Emphasis is shifted towards operational effectiveness, which entails doing what one is doing better. With defined outcomes managers begin to ask the right questions, redefine the problem they are trying to solve and diagnose that problem a new. KeNHA has since 2010, about one year after its formation in 2009,

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participated in signing of performance contracts with its staff. Basically from the director general level to the assistant officers level for each functional department.

In their recommendations Ogunola et al (2013) notes that the management style of the manager is one in which the manager organizes and defines the group activities to achieve the organization's goals. Thus he/she should effectively define the role that each member is expected to assume, assign task, plan ahead, and establish ways of getting things done and push for increase in production. He/She needs to also periodically review the roles each employee is to perform to accommodate simpler and effective ways of carrying out tasks in order to maintain a high level of job performance for the organization. They also recommend that a manager should not be too autocratic or too democratic but rather be apt in applying the most suitable style to the most suitable situations as they are encountered in the organization.

Ogunola et al (2013) also insist that strategic management process must be continually evaluated as a series of activities that can operate with varying degrees of effectiveness. An evaluation of an organization's performance must begin with a critique of the management approach that has been adopted. The nature and quality of management is largely a function of systemic concerns, concerns for risk, and time concerns. An examination of these basic areas can provide a fuller understanding of the possible attitudes that managers may adopt in the performance of their responsibilities. This assessment, in turn, can assist in determining the basis for a successful and effective performance in terms of specific programs and projects. Understanding the implications of leadership styles differences can be a basis for fostering better working relationships. Thus, to be successful, effective managers should be aware of their own way to lead and those of the people that surround them.

Ogunola et al (2013) also advocates that managers can increase the effectiveness and hence performance of the employees they command by working collaboratively with them through paying attention to different points of views, attitudes, behaviors, perspectives, and actual cognitions they propose. Ogunola et al (2013) warn that overlooking the impact of leadership styles differences can lead to interpersonal disagreements and conflict situations, as people with different leadership styles and opinions on it may not understand or respect each other.

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2.7   Theoretical Framework

The concept of employee performance can be linked to a number of theoretical perspectives including: systems theory, psychological theory, economic theory, performance improvement theory, organizational learning theory among others. In general this study was closely linked to the performance improvement theory. This theory builds on the social learning theory and emphasizes that any human resource and development initiatives must be tied to the organization's strategic objectives as a method for improving performance (Swanson, 1995). This theory is related to the work of Gilbert (1978), whose writing on human competence noted that: human competence is a function of worthy performance; that human competence is inversely proportional to the potential for improving performance; that for any accomplishment, a deficiency in performance always has, as its immediate cause, a deficiency in behavior and; that human accomplishments can be viewed at several levels of the organization.

Supporting the above assertions, Rosenberg (1996) explains that there are six performance factors that can be manipulated to enhance individual, group and organization performance including: consequences, incentives and rewards; data and information; skills and knowledge; resources, tools and environmental support; individual capacity and; motives and expectations. Nadler, Gerstein & Shaw. (1992) proposed that high performance work system is the most important issue underlying this theory. They defined this as 'an organizational architecture that brings together work, people, technology and information in a manner that optimizes performance in terms of the effective responses to customer requirements and other environmental demands and opportunities. High performance systems according to this theory include: a way of thinking about organizations; a set of principles for designing organizations; a process for applying these design principles, and; a variety of specific organizational design features.

In view of the above literature on the influences of employee performance, the body of literature that came to mind as closely related to this area of study was the performance theory and was therefore proposed as appropriate reference discipline.

2.8   Conceptual Framework

Independent variables   *dependent variable*

Factors influencing

Moderating
Variable

Recruitment and Selection
- Recruitment Planning
- Job description/specs
- Advertisement
- Selection and Appointment

| Government Policy |

| **Employee Performance** |

Training & Development
- Induction
- On-Job Training
- Career progression courses
- Job Rotation
- Succession training

- Work quality

- Customer satisfaction

- Timeliness

- absenteeism

- Employee Productivity

Reward management
- Compensation
- Recognition &Appreciation
- Promotion
- Fringe Benefits

Management
- Planning
- Organizing
- Directing
- Controlling

Organization
vision
Mission

Intervening
Variable

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2.9   Summary of Literature Review

The factors influencing employee performance have become important in the face of the increasing global competition in all organizations. A deeper understanding of these factors is the quest of Human resource managers in most organizations. This research undertook an in-depth assessment of how recruitment and selection, training and development, reward management and management approach influence employee performance.

The body of literature that came to mind as closely related to this area of study was the performance improvement theory and was hence proposed as appropriate reference to this research. As indicated in the literature above the stated factors play some key role towards employee performance. It was therefore important to examine in detail their influence on employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the methodology that was used to carry out the study. The discussion includes the research design; target population, sample size and sampling procedures, research instruments, reliability of research instruments, data collection procedures, data analysis techniques and finally operational definition of variables.

3.2. Research Design

A descriptive research design was used to obtain quantitative data that described the existing phenomena. According to Churchill (1991), descriptive research is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. This research design was chosen for this study due to its ability to minimize bias thus enhancing reliability of evidence collected. The design was considered appropriate taking into account the strategic approach of the study, as well as the complexity and the predominantly quantitative dimension of the phenomena under investigation.

3.3. Target Population

According to Mugenda & Mugenda (2003) a target population, is a population to which the researcher wants to generalize the results of the study. The total population of KeNHA employees countrywide was 530 employees. Headquarters comprised of 159 employees the rest were based in the regional offices (10 regions in total). The target population was the 159 headquarters employees from which a sample size was chosen for the study.

3.4. Sample Size and Sampling Procedure

In this section sample size and sampling procedure were determined.

3.4.1 Sample Size

The ever increasing need for a representative statistical sample in the empirical research has created the demand for an effective method of determining sample size. To address the existing gap, Krejcie & Morgan (1970) came up with a table for determining sample size for a given population (for easy reference see appendix 3). From the table the sample size was 108.

Table 3.1

Target Population and Sample Size for Kenya National Highways Authority

Department	Population	Sample Size
Technical (Engineers/inspectors)	65	44
Human resource and Admin	28	19
Finance	20	13
Procurement	23	16
ICT	6	4
Internal Audit	4	3
Enterprise Risk	4	3
Corporate Communication	9	6
Total	**159**	**108**

3.4.2 Sampling Procedure

In this study stratified random sampling technique was adopted. Stratified random sampling technique is where the population is divided into two or more relevant and significant strata based on one or more attributes (Saunders, Lewis & Thornhill, 2009). This sampling was used because the population could be divided into two or more sub units based on certain internal characteristics (Mugenda & Mugenda, 1999). Each of the stratum to which the population was divided into obtained an equal chance of being sampled. Further, Kothari (2004) recommends stratified random sampling because it is accurate, easily accessible, divisible into relevant strata and it enhances better comparison; hence representation across strata. Stratified random sampling also ensures inclusion of sub-groups, which would otherwise be omitted entirely by other sampling methods because of their small number in the population. Proportionate sampling was then used to get the number of sample in each strata. Finally each sample was selected using purposive sampling technique. Purposive sampling is a type of non-probability sampling techniques also known as judgmental, selective or subjective sampling. Purposive sampling relies on the judgment of the researcher when it comes to selecting the units that are to be studied (Kumar, 2011). The main reason why purposive sampling was chosen for this research was to ensure the target group is knowledgeable and influenced by the issues in the study.

3.5. Research Instruments

A survey questionnaire entitled Factors influencing Employee Performance in the Kenyan Public Sector was used to collect data from the target population. Self-administered questionnaires were used for the convenience of both the researcher and the respondents of the study. The first part, section A of the questionnaire entailed general details, section B entailed the extent to which Recruitment and Selection Process influence Employee Performance, section C entailed the extent to which Training and Development influence Employee Performance, section D entailed the extent to which Reward Management influence Employee Performance, section E entailed the extent to which Management influence Employee Performance while section F entailed Employee Performance in KeNHA. Structured questions were used for easy manipulation of data during analysis and interpretation. In addition open ended questions were used to enable gathering of additional information on the factors influencing employee performance.

3.5.1 Pilot Testing

Piloting is trying out research instruments on the respondents who will not be used in the main study. Piloting ensures that the research instrument is clearly stated and that they have same meaning to the respondent. A pilot study was carried out on three staff from KeNHA western region. The staff sampled for the pilot study were staff currently posted to work in Kakamega office (Western region). The actual research was done on staff working at the headquarter office. The consistency in the questionnaire was therefore investigated by the pilot test

3.5.2 Validity of the Research Instrument

According to Kothari (2004), validity refers to the quality that a procedure or instrument or tool used in the research is accurate, correct, true, meaningful and right. Mutai (2000) adds that validity of instrument shows how well the instrument measures what it is supposed to measure, in that if a questionnaire is to produce meaningful results, then it should be valid. For this study content validity was used. The research instrument were shared with the supervisor for his assessment of its appropriateness in content, clarity and adequacy in capturing the needed data. Feedback from the pilot study helped in determining which questions to drop or restate or correct so as to collect valid data.

3.5.3   Reliability of the Research Instrument

Reliability is the estimate of the degree to which a research instrument yields consistent results or data from repeated trials (Mugenda & Mugenda, 1999). Split half method was used to test the reliability of the research instrument. This involved administering a single instrument once and then dividing it into two halves; one half odd numbered items while the second halve even numbered items. These two halves were assumed to form two different sets of questionnaire which were scored separately using a Spearman brown prophecy correlation coefficient which was then used to determine the reliability of the instrument. The resultant correlation coefficient was checked to ensure it was within acceptable limits using the formular

$$R = \frac{1 - \sum d^2}{n(n^2-1)}$$

Where   d = Absolute deviation of the actual ranks of variables x and y

  n = Number of pairs of scores

3.6. Data Collection Procedure

An introduction letter from the University of Nairobi to carry out the research was obtained. Primary data was used for the study. A structured questionnaire was administered to the respondents and collected for analysis.

3.7. Data Analysis Techniques

After data was collected it was first be inspected to ensure that only relevant and accurate data was retained for analysis. Qualitative data was analysed using descriptive statements. The validated quantitative data was analysed using a combination of Statistical Package for Social Sciences (SPSS), MS Excel and manual methods to obtain information. Statistical methods of data presentation and interpretation including mean and percentages on the basis of the study objectives were used.

3.8. Ethical Considerations

The subjects in this study were not required to use their names or provide any form of identification. Full consent of all respondents was sought before the questionnaires was administered. All subjects were assured of total confidentiality and the data obtained was used for research purpose only. The study did not create any form of risk to participants or cause any form of anxiety. There was no direct benefits to the subjects but the results was expected to be of value to the entire organization.

3.9. Operational Definition of Variables

Operational definition of variables shows the objectives of the study, dependent and independent variables, the indicators of the variables and the tools to be used in measuring the variables

Table 3.2

Operational Definition of Variables

Objective	Variables	Indicators	Tools of analysis	Measurement scale	Type of analysis
To assess the influence of recruitment and selection process on employee performance in KeNHA	**Independent variable** Recruitment and Selection process	• Recruitment Planning • Job description/specs • Advertisement • Selection &Appointment	Means Percentage	Nominal Ordinal	Descriptive
To establish the influence training and development on employee performance in KeNHA	**Independent variable** Training & Development	• Induction • On-Job Training • Career progression courses • Job Rotation • Succession training	Means Percentage	Nominal Ordinal	Descriptive
To establish the influence of reward management on employee performance in KeNHA	**Independent variable** Reward management	• Compensation • Appreciation &Recognition • Promotion • Benefits	Means Percentage	Nominal Ordinal	Descriptive
To explore the influence of management on the employee performance in KeNHA	**Independent variable** Management	• Planning • Organizing • Directing • Controlling	Means Percentage	Nominal Ordinal	Descriptive
All the four objectives stated above	**Dependent variable** Employee performance	• Work quality • Customer satisfaction • Timeliness • Low absenteeism • Employee Productivity	Means Percentage	Nominal Ordinal	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1. Introduction

This chapter discusses questionnaire return rate, personal details, how recruitment & selection, training & development, reward management and management approaches influence employee performance in KeNHA.

4.2. Questionnaire Response Rate

In the study, the questionnaires were administered to employees in a cluster (strata) of eight (8) departments in KeNHA. Table 4.1 shows the number of questionnaires administered and the response rate.

Table 4.1

Questionnaire Response Rate

Department	Number Administered	Response Rate	% Response Rate
Technical (Engineers/inspectors)	44	40	90.9
Human resource and Admin	19	19	100.0
Finance	13	12	92.3
Procurement	16	16	100.0
ICT	4	4	100.0
Internal Audit	3	3	100.0
Enterprise Risk	3	3	100.0
Corporate Communication	6	6	100.0
Total	**108**	**103**	**95.4**

The response rate was as follows:

Technical (Engineers/inspectors) 90.9%, Human resource and Administration 100%, Finance 92.3%, Procurement 100%, ICT 100% Internal Audit 100%, Enterprise Risk 100% and Corporate communication 100%. Out of the 108 questionnaires that were administered, 103 (95.4%) were returned and were used for the analysis.

4.3. Personal Details

The study sought to establish the personal details of respondents as shown below:

4.3.1. Gender of respondents

The study sought to establish the gender of the respondents. The results were summarized and presented in the table 4.2 below:

Table 4.2

Gender of Respondents

Gender	Frequency	Percentage
Male	53	51
Female	50	49
Total	**103**	**100**

Table 4.2 shows that 51% of the respondents were male and 49% were female. This reveals that more male participated in the study than female.

4.3.2. Age of the Respondents

The study sought to determine the age of the respondents. The results were summarized and presented in the table 4.3 below:

Table 4.3

Age of the Respondents

Age Category	Frequency	Percentage
Below 30	23	22
31- 40	65	63
41 – 50	11	11
51 – 60	4	4
61 and above	0	0
Total	**103**	**100**

Table 4.3 shows that there were 22% of the respondents below 30 years of age, 63% in the range of 31 – 40 years of age, 11% were aged 41 – 50 years of age, 4% were aged between 51 – 60 years

while none was above 61 years of age. The majority of the respondents 63% were in the range 31-40 years of age. This shows that all the respondents were adults.

4.3.3. Cadre of the Respondents

The study sought to determine the cadre of the respondents. The findings were as shown in table 4.4 below:

Table 4.4

Cadre of the Respondents

Cadre	Frequency	Percentage
Top Management	0	0
Senior Management	0	0
Middle Management	34	33
Lower Cadre	69	67
Total	**103**	**100**

Table 4.4 shows the cadre of the respondents whereby 67% were in ower cadre, 33% were in middle management, while none was in senior management and top management. Majority of the respondents were lower cadre employees.

4.3.4. Duration Employed in Public Service

The study sought to determine the duration each of the respondents had been employed in Public Service. The results were summarized and presented in the table 4.5 below:

Table 4.5

Experience in Public Service

Years employed in Public service	Frequency	Percentage
Less than 5	57	55
6 - 10	30	30
11 - 15	8	7
16 - 20	4	4
21 years & above	4	4
Total	**103**	**100**

Table 4.5 shows that 55% of the respondents had worked in the public sector for less than 5 years, 30% had working experience of in the range of 6 – 10 years, 7% had working experience in the range of 11 – 15 years, 4% had working experience of in the range of 16 – 20 years while 4% had 21 years and above. The majority of the respondents 55% had worked in Public Service for less than 5 years. This finding can be linked to the time KeNHA has been in existence. Since KeNHA has only be in existence for 6 years it indicates that most of the staff were recruited into the organization less than five years ago. Of the new recruits only few were from the ministry or other pubic organizations.

4.3.5. Highest Level of Education of the Respondents

The study sought to determine the highest level of education of the respondents and the findings were as shown in table 4.6 below:

Table 4.6

Highest Level of Education of the Respondents

Education Level	Frequency	Percentage
Certificate	4	4
Diploma	19	18
Bachelors	65	63
Masters	15	15
PhD	0	0
Total	**103**	**100**

Table 4.6 shows the education level of the respondents whereby 4% had certificate level of education, 18% had diploma level of education, 63% had bachelors level of education, 15% had masters level of education, while none had PhD level of education. The majority of the respondents 63% possessed at least a bachelor's degree. This reveals that majority of the respondents were graduate professionals.

4.4. Recruitment and Selection Process on employee Performance

The study sought to assess extent to which Recruitment and Selection Process Influence employee Performance in KeNHA. Studies conducted by Kamoche & Kamoche (2004) shows that applicants will be attracted to the organization to the extent they see it as a good match for them, or what in the literature is known as "Person-Organization (P-O) "fit". Potential applicants make an initial assessment of the likely P-O fit through what they understand of the employer's culture. According to Soliman & Spooner (2000), recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse effect on its profitability and inappropriate levels of staffing or skills. To enable elaborate assessment of the research objective four key indicators were identified. This include quality of the recruitment planning process, the quality of Job description and specifications, the effectiveness of Job advertisements and the effectiveness of selection and appointment process.

4.4.1. The Quality of Recruitment Planning

From their research Elegwa et al. (2014) found out that there is a significant linear relationship between recruitment and selection and employee performance. Armstrong (2009) also indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. The quality of recruitment planning in an organization can be assessed from key indicators such as, how soon the organization recruits after positions are declared vacant, whether the organization has a succession plan programme, how frequent the organization assesses the need for employee recruitment among others. This research study focuses on the above indicators in its quest to establish the quality of recruitment planning in KeNHA.

4.4.1.(a) How Frequent KeNHA Assesses the Need for Employee Recruitment

The management has to compare the set goals in relation to the employee output to measure the level of performance. Performance in the corporate is largely driven by input of employees (Chew, 2005). The study sought to establish whether the organization assessed the need for recruitment frequently (at least quarterly). The results are summarized and presented in table 4.7 bellow.

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Table 4.7.

Respondents Opinion on Whether the Organization Assesses Need for Employee Recruitment Frequently (At Least Quarterly)

Item	Frequency	Percentage (%)
1= Strongly Agree	8	8
2 = Agree	42	41
3 = Neutral	19	18
4 = Disagree	30	29
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 8% strongly agreed, 41% agreed, 18% were neutral, 29% disagreed while 4% strongly disagreed. Majority of the respondents (41%) agreed that the organization assessed the need for recruitment frequently. Overall 49% agreed while 33% disagreed that the organization assessed the need for recruitment frequently. The mean of the respondents was 2.8, thus findings agree that the organization assessed the need for recruitment frequently.

This findings is a reflection of the recommendations by Decenzo, Robbins & Verhulst (2010) who indicated that organizations will always have three basic types of employee needs; Planned needs (needs that arise from the changes in the organization and retirement policy creating vacancy for new jobs); Anticipated needs (those movements in personnel which an organization can predict by studying trends both in external as well as internal environment); and Unexpected needs (these needs arise due to various reasons like deaths, resignations, accidents, illness, relocation etc.). Since these employee recruitment needs are bound to change on a very short notice and sometimes without anticipation, they recommend that for an organization to be successful it must have structures in place to frequently assess employee recruitment needs. The knowledge of employee

recruitment needs has a direct relationship to employee recruitment and hence employee performance.

4.4.1.(b) How Soon KeNHA Fills Vacant Positions.

From their research Elegwa et al. (2014) found out that there is a significant linear relationship between recruitment and selection and employee performance. Armstrong (2009) also indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. The study sought to establish whether the organization recruits immediately positions are declared vacant. The results are summarized and presented in table 4.8 bellow.

Table 4.8.
Respondents Opinion on Whether the Organization Recruits Immediately Positions are Declared Vacant

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	11	11
3 = Neutral	20	19
4 = Disagree	45	44
5 = Strongly Disagree	15	15
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 11% agreed, 19% were neutral, 44% disagreed while 15% strongly disagreed. Majority of the respondents (44%) disagreed that recruitment is done immediately positions are declared vacant. Overall 22% agreed while 59% disagreed that recruitment is done immediately positions are declared vacant. The results is a clear indication that Public Sector organizations do not commence recruitment immediately positions are declared vacant. This notwithstanding, it is advisable that Public Sector organizations put in

place urgent measures of ensuring that work does not stop when some positions fall vacant. Recruitment and selection is a critical component of succession planning in any organization and the success of this (succession planning) will entirely depend on the speed with which vacant positions in an organization are filled. It is also important to note that if vacant positions are not filled within a reasonable period of time, this may lead to anxiety and discontent amongst staff. The findings of this study indicate that the current practice in public sector organizations contradict studies conducted by Barber (1998) who found out that recruitment should be on a continuous basis as and when the need arises. Similar studies on recruitment were also conducted by Breaugh, Macan & Grambow (2008) who equally found out that that for an organization to achieve its objectives, work should not stop by way of having some positions in an organization vacant, thus organizations should commence recruitment process immediately positions are declared vacant. According to Cannon & McGee (2011), taking too long to fill vacant positions may also result in a backlog of work that may negatively affect the performance of the organization.

4.4.1.(c)   Succession Planning Programmes in KeNHA.

Developing the potential for business continuity through successor training is emerging not only as a priority in the Public sector but also as a vital tool for dealing with various challenges and risks such as potential skill shortages, lack of an established talent pool, immigration and employment equity, the ageing workforce, increasing retirement eligibility, competitive labor markets, negative net migration, shrinking workforce, and internal competency gaps among other challenges (Gov. NL.CA, 2008)

The study sought to establish whether the organisation frequently conducts succession planning programmes to protect the organisation from collapse in case key staff resigns. The results are summarized and presented in table 4.9 bellow.

Table 4.9.
Respondents Opinion on Whether the Organisation Frequently Conducts Succession
Planning Programmes to Protect the Organisation from Collapse in Case Key Staff Resigns.

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	11	11
3 = Neutral	20	19
4 = Disagree	45	44
5 = Strongly Disagree	15	15
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 26% agreed, 22% were neutral, 26% disagreed while 11% strongly disagreed. Overall 41% agreed while 37% disagreed that the organization frequently conducted succession planning programmes. The mean of the respondents was 2.92, thus findings agree that the organization frequently conducted succession planning programmes. According to Armstrong (2009) management succession planning ensures that, as far as possible, the organization has the managers it requires to meet future business needs hence help to protect the organization from collapse in case a key staff resigns. It is a common fact that employees are the most important asset for any organization hence the need to retain them. However it is inevitable to stop employees form exiting the organization hence the need to find a suitable successor that will fill the vacancy when it opens up.

This finding also echo the recommendations of Government of Newfoundland and Labrador (2008) who advice that developing on the potential for business continuity through successor training is emerging not only as a priority in the public sector but also as a vital tool for dealing with various challenges and risks such as potential skill shortages, lack of an established talent pool, immigration and employment equity, the aging workforce, increasing retirement eligibility,

competitive labor markets, negative net migration, shrinking workforce, internal competence gaps among other challenges.

4.4.2. The Quality of Job Description and Specifications during Recruitment Process in Kenha

Nwabuzor & Anyamele (2002) observes that the theory of recruitment is a scholarly body of work about how people can most effectively be persuaded to apply for a job. Under normal circumstances, an increase in the pool of applicants will improve an employer's opportunities in selecting exactly the right people for job vacancies. The quality of Job descriptions and speciation during recruitment in an organization can be assessed from key indicators such as whether the organization clearly defines job descriptions and candidate specifications during recruitment, whether employees are involved in making decisions regarding recruitment of staff and whether recruitment involves both internal and external candidates. This research study focuses on the above indicators in its quest to establish the quality of job description and specifications in KeNHA.

4.4.2.(a)   Job Description and Candidate Specifications during Recruitment Process.

Gupta (2006) observes that selection can be conceptualized in either choosing the "fit" candidates or rejecting the candidates, or a combination of both. Selection process assumes rightly that there are more candidates than the number of job openings available (Prasad, 2005). The basic idea in selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment and given the fact that there are factors which affect the seeking of such information (Gerhart, Trevor & Graham, 1996). The study sought to establish whether the organisation clearly defines job description and candidate specifications during recruitment process. The results are summarized and presented in in table 4.10 bellow.

Table 4.10.
Respondents Opinion on Whether the Organization Clearly Defines Job Description and Candidate Specifications During Recruitment Process

Item	Frequency	Percentage (%)
1= Strongly Agree	42	41
2 = Agree	45	44
3 = Neutral	0	0
4 = Disagree	15	15
5 = Strongly Disagree	0	0
Total	103	100

The results of the study indicate that 41% strongly agreed, 44% agreed while the remaining 15% disagreed. Majority of the respondents (41%) agreed that the organization clearly defined job description and candidate specifications during recruitment process. Overall 85% agreed while 15% disagreed that the organization clearly defined job description and candidate specifications during recruitment process. The mean of the respondents was 1.8, thus findings strongly agree that the organization clearly defined job description and candidate specifications during recruitment process.

These findings concur with Armstrong (2009) recommendations in which he emphasizes that job descriptions used for new staff recruitment be based on job analysis and be as clear, brief and factual as possible. Armstrong recommends job descriptions must clearly specify the job title, reporting to, reporting to title holder, overall purpose and main duties/activities. As for candidate specifications Armstrong (2009) recommends that person specification must clearly set out the knowledge, qualifications, training, experience, skills, abilities, specific demands, personal attributes and competences the intended candidate must have to be considered for the post.

4.4.2.(b) Employee involvement in staff recruitment.

According to Armstrong, 2009, the aim is to achieve high performance culture, one in which the values, norms and human resource practices of an organization combine to create a climate in which the achievement of high levels of performance is a way of life. People therefore have to be involved in the organizational activities to gain skills; information and experience to assist them improve their performance to meet the organizations goals and objectives. High performance work systems therefore facilitate employee involvement, skill enhancement and motivation. The study sought to establish whether the organisation employees and user departments were involved in making decisions regarding recruitment of staff. The results are summarized and presented in in table 4.11 bellow.

Table 4.11.
Respondents Opinion on Whether the Employees and User Departments are Involved in Making Decisions Regarding Recruitment of Staff

Item	Frequency	Percentage (%)
1= Strongly Agree	4	4
2 = Agree	38	37
3 = Neutral	27	26
4 = Disagree	19	18
5 = Strongly Disagree	15	15
Total	**103**	**100**

The results of the study indicate that 4% strongly agreed, 37% agreed, 26% were neutral, 18% disagreed while 15% strongly disagreed. Majority of the respondents (37%) agreed that employees and user departments were involved in making decisions regarding recruitment of staff. Overall 41% agreed while 33% disagreed that employees and user departments were involved in making decisions regarding recruitment of staff. According to Armstrong (2009), job analysis is the process of collecting, analyzing and setting out information about the content of jobs in order to provide the basis for a job description and data for recruitment. Job analysis concentrates on what

job holders are expected to do. Armstrong recommends that the best source of job analysis information is existing employees and user departments who according to Armstrong know exactly what is missing. The human resource managers role is basically to compile this information from the source i.e. employees and user departments.

4.4.2.(c) The organization fills vacant positions from internal and external sources.

Landau, 2010, reported that according to a study in 2010 by Boston Consulting Group and the World Federation of People Management Associations among 5,500 leaders in 109 countries showed that successful companies recruit 60% of their top management from internal talent pools in comparison with only 13% internal recruitments in less successful enterprises (Landau, 2010). The study sought to establish whether the organization fills vacant positions from internal and external sources. The results are summarized and presented in in table 4.12 bellow.

Table 4.12.
Respondents Opinion on Whether the Organization Fills Vacant Positions from Internal and External Sources

Item	Frequency	Percentage (%)
1= Strongly Agree	31	30
2 = Agree	65	63
3 = Neutral	7	7
4 = Disagree	0	0
5 = Strongly Disagree	0	0
Total	103	100

The study sought to establish whether the organization filled vacant positions from internal and external sources. The results of the study indicate that 30% strongly agreed, 63% agreed while the remaining 7% were neutral. Majority of the respondents (63%) agreed that the organization filled vacant positions from internal and external sources. Overall 93% agreed while no one disagreed that the organization filled vacant positions from internal and external sources. The mean of the

respondents was 1.7, thus findings agree that the organization filled vacant positions from internal and external sources. It is important that organizations adopt both internal and external sources in filling vacant positions. However, this will depend on the nature of the position that is being filled. Filling vacant positions from both internal and external sources is advantageous to the organization and the employees as well.

Brown and Hesketh (2004) indicate that organizations should adopt both sources when filling vacant positions. Armstrong (2009) recommends first consideration be given to internal candidates and even goes further to advice that it may also be worth trying to persuade former employees to return to the organization or obtain suggestions from existing employees (referrals). If these approaches do not work then the main sources of candidates are advertising, online recruiting, agencies and job centers, consultants, recruitment process outsourcing providers and direct approaches to educational establishments. It is noted that all one of the advantages of external recruitment is the chance to gain by way of having new blood injected in terms of bringing changes which could drive it forward.

4.4.3. The Effectiveness of Job Advertisements

Nwabuzor & Anyamele (2002) observes that the theory of recruitment is a scholarly body of work about how people can most effectively be persuaded to apply for a job. Under normal circumstances, an increase in the pool of applicants will improve an employer's opportunities in selecting exactly the right people for job vacancies.

The Effectiveness of Advertisements during recruitment in an organization can be assessed from key indicators such as whether the vacant positions are elaborately advertised to all potential employees and whether the organization is committed to ensuring there is no unfair discrimination in job adverts. This research study focuses on the above indicators in its quest to establish the effectiveness of Job advertisements in KeNHA.

4.4.3.(a) Vacant positions are elaborately advertised to all potential employees.

Gupta (2006) observes that selection can be conceptualized in either choosing the "fit" candidates or rejecting the candidates, or a combination of both. Selection process assumes rightly that there are more candidates than the number of job openings available (Prasad, 2005). The basic idea in

selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment and given the fact that there are factors which affect the seeking of such information (Gerhart, Trevor & Graham, 1996).

The study sought to establish whether vacant positions are elaborately advertised to all potential employees. The results are summarized and presented in in table 4.13 bellow.

Table 4.13.
Respondents Opinion on Whether Vacant Positions are Elaborately Advertised to All Potential Employees

Item	Frequency	Percentage (%)
1= Strongly Agree	31	31
2 = Agree	49	48
3 = Neutral	8	7
4 = Disagree	7	7
5 = Strongly Disagree	7	7
Total	**103**	**100**

The results of the study indicate that 30% strongly agreed, 48% agreed, 7% were neutral, 7% disagreed while 7% strongly disagreed. Majority of the respondents (48%) agreed that vacant positions were elaborately advertised by the organisation to all potential employees. Overall 78% agreed while 14% disagreed that vacant positions were elaborately advertised by the organisation to all potential employees. The mean of the respondents was 2.1, thus findings agree that vacant positions were elaborately advertised by the organisation to all potential employees. According to Nwabuzor & Anyamele (2002) under normal circumstances, an increase in the pool of applicants will improve an employer's opportunities in selecting exactly the right people for job vacancies.

4.4.3.(b) Fairness in Job Adverts.

From their research, Elegwa et al. (2014) recommends that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to

during the recruitment and selection process. There is also need to have interview panels that are professional and not biased.

The study sought to establish whether the organisation was committed to ensuring there is no unfair discrimination in all job adverts. The results are summarized and presented in in table 4.14 bellow.

Table 4.14.
Respondents Opinion on Whether the Organisation is Committed to Ensuring there is No Unfair Discrimination in All Job Adverts

Item	Frequency	Percentage (%)
1= Strongly Agree	30	29
2 = Agree	23	22
3 = Neutral	42	41
4 = Disagree	4	4
5 = Strongly Disagree	4	4
Total	**103**	**100**

The study sought to establish whether the organisation was committed to ensuring there was no unfair discrimination in all job adverts. The results of the study indicate that 29% strongly agreed, 22% agreed, 41% were neutral, 4% disagreed while 4% strongly disagreed. Majority of the respondents (29%) strongly agreed that the organisation was committed to ensuring there was no unfair discrimination in all job adverts. Overall 51% agreed while 8% disagreed that the organisation was committed to ensuring there was no unfair discrimination in all job adverts. The mean of the respondents was 2.3, thus findings agree that the organisation was committed to ensuring there was no unfair discrimination in all job adverts.

This results support the recommendations by Armstrong (2009) who indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argues that employees who are recruited and selected objectively tend to be more productive. Elegwa et al. (2014) findings also indicate

that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. Elegwa et al go ahead to propose that there is need to have interview panels that are professional and not biased and Public organizations should, therefore, look for better ways of vetting these panels in order to ascertain their integrity.

4.4.4. The Effectiveness of Selection and Appointment in KeNHA

From their research Elegwa et al. (2014) found out that there is a significant linear relationship between recruitment and selection and employee performance. Armstrong (2009) also indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argues that employees who are recruited and selected objectively tend to be more productive

The effectiveness of Selection and Appointment during recruitment in an organization can be assessed from key indicators such as whether there is transparency in shortlisting of candidates, whether only candidates with the relevant skills are considered during the selection process, whether interviews in the organization are well planned, objective and well structured, whether the organization uses effective selection instruments when hiring and whether the organization does not encourage influence of external factors during selection process. This research study focuses on the above indicators in its quest to establish the effectiveness of selection and appointment in KeNHA.

4.4.4.(a) Transparency in Short Listing of Job Candidates in KeNHA

From their research, Elegwa et al. (2014) recommends that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. There is also need to have interview panels that are professional and not biased

The study sought to establish whether there was transparency in the short listing of job candidates. The results are summarized and presented in in table 4.15 bellow.

Table 4.15.

Respondents Opinion on Whether there is Transparency in Short Listing of Job Candidates

Item	Frequency	Percentage (%)
1= Strongly Agree	20	19
2 = Agree	23	22
3 = Neutral	46	45
4 = Disagree	7	7
5 = Strongly Disagree	7	7
Total	**103**	**100**

The results of the study indicate that 19% strongly agreed, 22% agreed, 45% were neutral, 7% disagreed while 7% strongly disagreed. Majority of the respondents (22%) agreed that there was transparency in the short listing of job candidates in the organization. Overall 41% agreed while 14% disagreed that there was transparency in the short listing of job candidates in the organization. The mean of the respondents was 2.6, thus findings agree that there was transparency in the short listing of job candidates in the organization. This results support the recommendations by Armstrong (2009) who indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argues that employees who are recruited and selected objectively tend to be more productive. Elegwa et al. (2014) findings also indicate that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. Elegwa et al go ahead to propose that there is need to have interview panels that are professional and not biased and Public organizations should, therefore, look for better ways of vetting these panels in order to ascertain their integrity.

4.4.4.(b) Objectivity in the Selection Process.

From their research, Elegwa et al. (2014) recommends that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to

during the recruitment and selection process. There is also need to have interview panels that are professional and not biased.

The study sought to establish whether only candidates with the relevant skills are considered during the selection process. The results are summarized and presented in in table 4.16 bellow.

Table 4.16.
Respondents Opinion on Whether Only Candidates with Relevant Skills are Considered During the Selection Process

Item	Frequency	Percentage (%)
1= Strongly Agree	31	30
2 = Agree	45	44
3 = Neutral	27	26
4 = Disagree	0	0
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 30% strongly agreed, 44% agreed while the remaining 26% were neutral. Majority of the respondents (44%) agreed that only candidates with the relevant skills were considered during the selection process. Overall 74% agreed while no one disagreed that only candidates with the relevant skills were considered during the selection process. The mean of the respondents was 1.9, thus findings agree that only candidates with the relevant skills were considered during the selection process. This results support the recommendations by Armstrong (2009) who indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argues that employees who are recruited and selected objectively tend to be more productive. Elegwa et al. (2014) findings also indicate that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. Elegwa et al go ahead to propose that there is need

to have interview panels that are professional and not biased and Public organizations should, therefore, look for better ways of vetting these panels in order to ascertain their integrity.

4.4.4.(c) Interviews in KeNHA are Well Planned, Objective, Well-Structured and without Bias.

From their research, Elegwa et al. (2014) recommends that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. There is also need to have interview panels that are professional and not biased

The study sought to establish whether interviews in the organisation are well planned, objective, well-structured and without bias. The results are summarized and presented in in table 4.17 bellow.

Table 4.17.
Respondents Opinion on Whether Interviews in the Organization Were Well Planned, Objective, Well-Structured and Without Bias

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	49	48
3 = Neutral	34	33
4 = Disagree	0	0
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 48% agreed, 33% were neutral while only 4% strongly disagreed. Majority of the respondents (48%) agreed that interviews in the organisation were well planned, objective, well-structured and without bias. Overall 63% agreed while 4% disagreed that interviews in the organisation were well planned, objective, well-structured and without bias. The mean of the respondents was 2.3, thus findings agree that interviews in the organisation were well planned, objective, well-structured and without bias.

According to Armstrong (2009), interviews are a standard part of the selection process and by far the most popular selection method, but they can also be unreliable if not well planned, not well structured, unnecessarily rushed or if the contain bias. Armstrong recommends that careful preparation is essential and this means a thorough study of the person specification and the candidate's application form and/or CV. It is necessary at this stage to identify those features of the applicant that do not fully match the specification so that these can be probed more deeply during the interview.

Armstrong insists that the plan should focus at answering the following questions; what are the criteria to be used in selecting the candidate (ie essential and desirable knowledge, skills, training etc); What more do I need to find out at the interview to ensure that the candidate meets the essential selection criteria; What further information do I need to obtain at the interview to ensure that I have an accurate picture of how well the candidate meets the criteria; and How am I going to structure the interview in terms of the questions I need to ask and the sequence in which these questions are covered?. Armstrong (2009) also insists in planning such that to leave some time, say 15 minutes, between interviews to allow for comments to be made before the next candidate is called in. Armstrong thus recommends thoroughly planning for interviews and ensuring that the interviewing panel conducts the interviews in an objective non biased way.

4.4.4.(d)   Use of Effective Selection Instruments (interviews, testing etc.) when Hiring Staff.

According to Ndlovu et.al, 2003, recruitment strategies by organizations should be tailored towards specific positions to be filled. These strategies in the modern global environment include advertisements in electronic and print media, agencies and services, schools and colleges/universities forum, professional associations and internal resources. All the strategies will produce particular varying performances.

The study sought to establish whether it was true that the organisation uses effective selection instruments (interviews, testing etc.) when hiring staff. The results are summarized and presented in in table 4.18 bellow.

Table 4.18.
Respondents Opinion on Whether the Organisation Uses Effective Selection Instruments (Interviews, Testing Etc.) When Hiring Staff

Item	Frequency	Percentage (%)
1= Strongly Agree	23	22
2 = Agree	58	56
3 = Neutral	19	18
4 = Disagree	4	4
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 22% strongly agreed, 56% agreed, 18% were neutral while only 4% disagreed. Majority of the respondents (56%) agreed that the organisation used effective selection instruments (interviews, testing etc.) when hiring staff. Overall 78% agreed while 4% disagreed that the organisation used effective selection instruments (interviews, testing etc.) when hiring staff. The mean of the respondents was 2.0, thus findings agree the organisation used effective selection instruments (interviews, testing etc.) when hiring staff. This results echo Armstrong (2009) who indicates that selecting candidates involves two main processes: short listing and assessing applicants to decide who should be made a job offer. He acknowledges that there are a variety of methods available to help in the selection process – including interviews, tests (practical or psychometric), role-plays, trial days and team exercises and that sometimes a range of methods will be used by the organization depending on the type of job to be filled, the skills of the recruiter and the budget for recruitment. However Armstrong warns that in each case the employer should remember that the type of tool used greatly influences the quality of selected employee. Thus using a less effective tool will result in hiring less effective employees who will not meet the performance standards you intended.

4.4.4.(e) Influence of External Factors during the Selection Process.

From their research, Elegwa et al. (2014) recommends that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. There is also need to have interview panels that are professional and not biased.

The study sought to establish whether the organization does not encourage the influence of external factors during the selection process. The results are summarized and presented in in table 4.19 bellow.

Table 4.19.
Respondents Opinion on Whether the Organization Does Not Encourage the Influence of External Factors During the Selection Process

Item	Frequency	Percentage (%)
1= Strongly Agree	20	19
2 = Agree	27	26
3 = Neutral	49	48
4 = Disagree	0	0
5 = Strongly Disagree	7	7
Total	**103**	**100**

The study sought to establish whether the organization did not encourage the influence of external factors during the selection process. The results of the study indicate that 19% strongly agreed, 26% agreed, 48% were neutral while 7% strongly disagreed. Majority of the respondents (26%) agreed that the organization did not encourage the influence of external factors during the selection process. Overall 45% agreed while 7% disagreed that the organization did not encourage the influence of external factors during the selection process. The mean of the respondents was 2.5, thus findings agree that the organization did not encourage the influence of external factors during the selection process.

This results support the recommendations by Armstrong (2009) who indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argues that employees who are recruited and selected objectively tend to be more productive. Elegwa et al. (2014) findings also indicate that the recruitment and selection process be objective as much as possible. Job specifications should be developed and strictly adhered to during the recruitment and selection process. Elegwa et al go ahead to propose that there is need to have interview panels that are professional and not biased and Public organizations should, therefore, look for better ways of vetting these panels in order to ascertain their integrity.

4.5. Training and Development on Employee Performance

Since efficient manpower is considered as the most valuable resource of any organization, much of the investment is focused on manpower. "Education" is used to enable people to accomplish their tasks, in order to improve the quality of skills, knowledge, attitude and behaviors that are important for successful implementation of the work (Ghelich, 2007).

The study sought to establish the influence of training and development on employee performance. To enable elaborate investigation of the research objective five key indicators were identified. This include quality of the induction process for new staff, the quality of On- Job Training, the extent and Influence of Career Progression Training, the influence of job rotation and the influence of succession training on staff performance.

4.5.1. The Quality of Induction process for new staff

Kupias & Peltola (2009) define *induction* as the processes and support provided by the organization in order to help a new employee know the new organization and its members as well as the expectations related to the job. A well conducted induction communicates to the employees that the company values and cares about them. A proper induction decreases the amount of mistakes and accidents at work and improves the quality of work as well as customer satisfaction (KT Local government employers, 2011). Foot & Hook (1999) present induction as an important aspect of the employee retention as it is the first process the new employee faces and the way induction is managed often reflects the values of a company.

The quality of induction for new staff in an organization can be assessed from key indicators such as whether the staff are proud and contented with the organization, the level of farmiliarity to their roles and performance standards, and their level of information on the organisations culture rules, policies and leadership structure. This research study focuses on the above indicators in its quest to establish the quality of induction proces in KeNHA.

4.5.1.(a) Contentment of KeNHA Employees.

According to D'Aurizio, 2007, by reducing insecurity and anxiety, induction programmes are able to help employees settle in faster and feel more at home in the organization. These positive emotions may lead to improved levels of satisfaction amongst new employees which in turn could translate into more productive workers who feel part of the organization.

The study sought to establish whether KeNHA employees were proud of KeNHA and contented remaining employed in KeNHA. The results are summarized and presented in table 4.20 bellow.

Table 4.20.
Respondents Opinion on Whether they are Proud of KeNHA and Contented Remaining Employed in KeNHA

Item	Frequency	Percentage (%)
1= Strongly Agree	45	44
2 = Agree	38	37
3 = Neutral	15	15
4 = Disagree	0	0
5 = Strongly Disagree	4	4
Total	**103**	**100**

The study sought to establish whether employees were proud of the organisation and contented remaining employed in the organisation. The results of the study indicate that 44% strongly agreed, 37% agreed, 15% were neutral, while remaining 4% strongly disagreed. Majority of the respondents (44%) strongly agreed that they were proud of the organisation and contented remaining employed in the organisation. Overall 81% agreed while 4% disagreed that they were

proud of the organisation and contented remaining employed in the organisation. The mean of the respondents was 1.8, thus findings agree that the employees were proud of the organisation and contented remaining employed in the organisation.

The findings echo D'Aurizio (2007) studies in which he indicated that by reducing insecurity and anxiety, induction programmes are able to help employees settle in faster and feel more at home in the organization. These positive emotions may lead to improved levels of satisfaction amongst new employees which in turn could translate into more productive workers who feel part of the organization. Grobler, Warnich, Carrell, Elbert, & Hatfield (2002) however contends that induction does not lead to positive outcomes because they are often conducted within a short period of time. They further argues that the programmes are generally rigid, generic and conducted for compliance purposes.

4.5.1.(b) Employee Familiarity of Roles and Performance Standards

According to KT Local government employers, 2011, a well-organized induction lowers the amount of errors and improves work quality as well as customer satisfaction.

The study sought to establish the extent to which employees were familiar with their roles and performance standards. The results are summarized and presented in table 4.21 bellow.

Table 4.21.
Respondents Opinion on Whether they are Familiar with their Roles and Performance Standards in KeNHA

Item	Frequency	Percentage (%)
1= Strongly Agree	54	52
2 = Agree	45	44
3 = Neutral	4	4
4 = Disagree	0	0
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 52% strongly agreed, 44% agreed while only 4% were neutral. Majority of the respondents (52%) strongly agreed that they were familiar with their roles and performance standards. Overall 96% agreed while no one disagreed that they were familiar with their roles and performance standards. The mean of the respondents was 1.5, thus findings strongly agree that the employees are familiar with their roles and performance standards. The findings of this study echo Kupias & Peltola (2009) studies in which they indicated that induction to constitute the processes and support provided by the organization in order to help a new employee know the new organization and its members as well as the expectations related to the job.

4.5.1.(c) Understanding of KeNHA's Culture, Rules, Policies and Leadership Structure by Staff.

Dessler (2013) points out four main purposes of employee induction; to make the new employee feel welcomed, provide one with basic information to function effectively, to understand the organization in its broad sense and to familiarize one with the organization's cultures and values. The study sought to establish whether the employees were well informed of the organisations culture, rules, policies and leadership structure. The results are summarized and presented in table 4.22 bellow.

Table 4.22
Respondents Opinion on Whether they are Well Informed of KeNHA's Culture, Rules, Policies and Leadership Structure

Item	Frequency	Percentage (%)
1= Strongly Agree	45	44
2 = Agree	34	33
3 = Neutral	20	19
4 = Disagree	4	4
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 44% strongly agreed, 33% agreed, 19% were neutral while only 4% disagreed. Majority of the respondents (44%) strongly agreed that they were well informed of the organisations culture, rules, policies and leadership structure. Overall 77% agreed while 4% disagreed that they were well informed of the organisations culture, rules, policies and leadership structure. The mean of the respondents was 1.8, thus findings strongly agree that the employees were well informed of the organisations culture, rules, policies and leadership structure. These finding echo studies by Dessler (2013) who points out four main purposes of employee induction; to make the new employee feel welcomed, provide one with basic information to function effectively, to understand the organization in its broad sense and to familiarize one with the organization's cultures and values.

4.5.2.   The Quality of On- Job Training in KeNHA

According to Jagero, Komba & Ndaskoi, 2012, every organization that is committed to generating profits for its owners (shareholders) and providing quality service for its customers must invest in on- job training for its employees. Evans & Lindsay (1999) found out that, Motorola & Texas Instruments provided at least 40 hours of training to every employee quarterly, the outcome of this move was a significant positive impact on the employee performance.

The quality of On-Job Training can be assessed from key indicators such as the level of acquisition of new skills by employees and the degree to which knowledge gaps has been reduced over time. This research study focuses on the above indicators in its quest to establish the quality of On – Job Training in KeNHA.

4.5.2.(a) Continued Acquisition of Skills, Experience and Relevant Knowledge.

Thomas (1997) argues that employee training involves teaching employees skills that can help them become more efficient and productive workers. He affirms that most careers include some type of on-the-job training, and a trained work force has benefits for employees and employers. The study sought to establish whether the employees felt they had continued to acquire more skills, experience and knowledge relevant to their work and training. The results are summarized and presented in table 4.23 bellow.

Table 4.23
Respondents Opinion on whether since Joining the Organization they Have continued to Acquire More Skills, Experience and Knowledge Relevant to their Work.

Item	Frequency	Percentage (%)
1= Strongly Agree	58	56
2 = Agree	34	33
3 = Neutral	7	7
4 = Disagree	0	0
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 56% strongly agreed, 33% agreed, 7% were neutral while only 4% strongly disagreed. Majority of the respondents (56%) strongly agreed that they felt they had continued to acquire more skills, experience and knowledge relevant to their work and training. Overall 89% agreed while 4% disagreed that they felt '. The mean of the respondents was 1.6, thus findings strongly agreed that the employees felt they had continued to acquire more skills, experience and knowledge relevant to their work and training.

This findings compare to studies by Thomas (1997) who pointed out that employee on-job-training involves teaching employees skills that can help them become more efficient and productive workers. He affirms that most careers include some type of on-the-job training, and a trained work force has benefits for employees and employers. Thomas (1997) clarifies that training is often conducted to familiarize new employees with the roles and responsibilities of their positions as well as company policies. He also point out that many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency. Similar finding can be traced to a study by Evans & Lindsay (1999) found out that, Motorola & Texas Instruments provided at least 40 hours of training to every employee quarterly, the outcome of this move was a significant positive impact on the employee performance.

4.5.2.(b) Updated Knowledge and Elimination of Knowledge Gaps in Staff Line of Specialisation.

According to Armstrong (2000) employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information.The study sought to establish whether the employees felt they had eliminated knowledge gaps and kept abreast of new knowledge in their line of specialisation. The results are summarized and presented in table 4.24 bellow.

Table 4.24
Respondents Opinion on Whether they Have Eliminated Knowledge Gaps and Kept Abreast of New Knowledge in their Line of Specialization.

Item	Frequency	Percentage (%)
1= Strongly Agree	34	33
2 = Agree	45	44
3 = Neutral	20	19
4 = Disagree	0	0
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 33% strongly agreed, 44% agreed, 19% were neutral while only 4% strongly disagreed. Majority of the respondents (44%) agreed that they felt they had eliminated knowledge gaps and kept abreast of new knowledge in their line of specialisation. Overall 77% agreed while 4% disagreed that they felt they had eliminated knowledge gaps and kept abreast of new knowledge in their line of specialisation. The mean of the respondents was 1.9, thus findings strongly agree that the employees felt they had eliminated knowledge gaps and kept abreast of new knowledge in their line of specialisation. This finding echo studies by Armstrong (2000) who indicates that employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Reliable skilled employees can also be empowered to train other employees, the fact that reduces pressure for the management team. However, some of the drawbacks of on job training

include the fact that on job training takes the trainer and materials out of production for the duration of the training time. In addition, due to safety or other production factors, it is prohibitive in some environments.

4.5.3.   The Extent and Influence of Career Progression Training in KeNHA

According to Lazear, 1998, a career progression course enables an employee to gain promotion to a job of higher significance and compensation. The upward movement of employee in organization's hierarchy exposes them to enhanced responsibility, rank and compensation package which translates to improved performance. The extent and influence of career progression training can be assessed from key indicators such as whether the staff are able to make better and appropriate career and educational plans and decisions, whether there is better communication amongst staff and whether the staff are well prepared to cope with continued changes in the world of work. This research study focuses on the above indicators in its quest to establish the extent and influence of career progression training in KeNHA.

4.5.3.(a)   Influence of Career Progression Courses on Staff Career, Educational Plans and Decisions.

Kreps & Walis, 1997, indicated that career progression courses act as an incentive to employees and therefore there is a high tendency to pursue them compared to other in-service courses. The continuous desire to pursue them could have unintended consequence of employee gaining new knowledge and skills which could further contribute to improved performance to an organization. The study sought to establish whether career progression courses had enabled employees make better and appropriate career and educational plans and decisions. The results are summarized and presented in table 4.25 bellow.

Table 4.25
Respondents Opinion on Whether the Career Progression Courses Have Enabled Them To Make Better and Appropriate Career and Educational Plans and Decisions.

Item	Frequency	Percentage (%)
1= Strongly Agree	31	30
2 = Agree	54	52
3 = Neutral	7	7
4 = Disagree	7	7
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 30% strongly agreed, 52% agreed, 7% were neutral, 7% disagreed while 4% strongly disagreed. Majority of the respondents (52%) agreed that career progression courses had enabled them make better and appropriate career and educational plans and decisions. Overall 82% agreed while 11% disagreed that career progression courses had enabled them make better and appropriate career and educational plans and decisions. The mean of the respondents was 2.0, thus findings agree that career progression courses had enabled employees to make better and appropriate career and educational plans and decisions. These findings echo studies by Kreps & Walis (1997) who noted that career courses act as an incentive to employees and therefore there is a high tendency to pursue them compared to other in-service courses. He points out that continuous desire to pursue them could have unintended consequence of employee gaining new knowledge and skills which could further contribute to improved performance to an organization.

4.5.3.(b) Improvement of Communication With Workmates.

According to Lazear, 1998, a career progression course enables upward movement of employee in organization's hierarchy exposing them to enhanced responsibility, rank and compensation package which translates to improved performance. The study sought to establish whether career progression courses had enabled employees to communicate with my workmates better. The results are summarized and presented in table 4.26 bellow.

Table 4.26.
Respondents Opinion on Whether the Career Progression Courses Have Enabled Them to
Communicate With Their Workmates Better

Item	Frequency	Percentage (%)
1= Strongly Agree	34	33
2 = Agree	42	41
3 = Neutral	15	15
4 = Disagree	11	11
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 33% strongly agreed, 41% agreed, 15% were neutral, while only 11% disagreed. Majority of the respondents (41%) agreed that career progression courses had enabled them to communicate with my workmates better. Overall 74% agreed while 11% disagreed that career progression courses had enabled them to communicate with my workmates better. The mean of the respondents was 2.0, thus findings agree that career progression courses had enabled employees to communicate with my workmates better. The finding closely relate to studies by Ghelich (2007) who indicated that training is used to enable people to accomplish their tasks, in order to improve the quality of skills, knowledge, attitude and behaviors that are important for successful implementation of the work.

4.5.3.(c) Employee Equipment to Cope With Continued Changes in the World of Work.

According to Lazear, 1998, a career progression course enables an employee to gain promotion to a job of higher significance and compensation. The upward movement of employee in organization's hierarchy exposes them to enhanced responsibility, rank and compensation package which translates to improved performance. The study sought to establish whether employees were equipped to cope with continued changes in the world of work. The results are summarized and presented in table 4.27 bellow.

Table 4.27

Respondents Opinion on Whether They are Well Equipped to Cope With Continued Changes in the World of Work

Item	Frequency	Percentage (%)
1= Strongly Agree	35	34
2 = Agree	54	52
3 = Neutral	7	7
4 = Disagree	7	7
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 34% strongly agreed, 52% agreed, 7% were neutral while only 7% disagreed. Majority of the respondents (52%) agreed that they were equipped to cope with continued changes in the world of work. Overall 86% agreed while 7% disagreed that they were equipped to cope with continued changes in the world of work. The mean of the respondents was 1.8, thus findings agree that the employees were equipped to cope with continued changes in the world of work. The finding closely relate to studies by Ghelich (2007) who indicated that training is used to enable people to accomplish their tasks, in order to improve the quality of skills, knowledge, attitude and behaviors that are important for successful implementation of the work.

4.5.4.   The Influence of Job Rotation on Staff Performance

According to Rothwell & Kazanas, 1994, Job rotation enables the training of employees to be backups for other employees so that the organizations have a more flexible work force and a ready supply of trained employees which serves as a competitive edge for the organizations.

The influence of job rotation be assessed from key indicators such as whether the staff have gained a wide range of exposure in different sections, whether the levels of monotony and boredom for staff in sections is low or whether staff feel that job rotations are sources of time wasting and low productivity. This research study focuses on the above indicators in its quest to establish the influence of job rotation in KeNHA.

4.5.4.(a)   Employee Exposure in Different Sections.

According to Beatty, Scheiner, & McEvoy, 1987, job rotation is an excellent way for the organizations to develop employees, managers and executives. The study sought to establish whether the employees had gained a wide range of exposure in different sections within their career. The results are summarized and presented in table 4.28 bellow.

Table 4.28
Respondents Opinion on Whether They Have Gained a Wide Range of Exposure in Different Sections Within Their Career

Item	Frequency	Percentage (%)
1= Strongly Agree	38	37
2 = Agree	46	45
3 = Neutral	11	11
4 = Disagree	0	0
5 = Strongly Disagree	7	7
Total	**103**	**100**

The results of the study indicate that 37% strongly agreed, 45% agreed, 11% were neutral, while only 7% strongly disagreed. Majority of the respondents (45%) agreed that they had gained a wide range of exposure in different sections within their career. Overall 82% agreed while 7% disagreed that they had gained a wide range of exposure in different sections within their career. The mean of the respondents was 1.9, thus findings strongly agree that employees had gained a wide range of exposure in different sections within their career. This findings echo studies by Beatty, Scheiner, & McEvoy (1987) who indicate that job rotation is an excellent way for the organizations to develop employees, managers and executives.

4.5.4.(b) Job Rotations Interruptions, Waste of Time and Low Productivity Side Effect.

According to a study by Cheraskin & Campion, 1996, job rotation has been found to have a relationship with disruption of work flow leading to more time spent by organization in focusing

on short-term solutions to correct these problems. Another cost was founded on the costs associated with the learning curve on new jobs, including time spent learning, training costs and errors that employees often make while learning a new job. Another major cost associated with job rotation identified in the study was the cost in terms of the satisfaction and motivation of other employees who aren't rotating and felt ignored by the organization. The study sought to establish whether job rotations had caused interruptions, waste of time and low productivity in the work output of employees. The results are summarized and presented in table 4.29 bellow.

Table 4.29
Respondents Opinion on Whether Job Rotations Have Caused Them Interruptions, Waste of Time and Low Productivity Their Work Output.

Item	Frequency	Percentage (%)	
1= Strongly Agree	15	15	
2 = Agree	11	11	Mean = 3.14
3 = Neutral	38	37	
4 = Disagree	20	19	
5 = Strongly Disagree	19	18	
Total	*103*	*100*	

The results of the study indicate that 15% strongly agreed, 11% agreed, 37% were neutral, 19% disagreed while 18% strongly disagreed. Majority of the respondents (19%) disagreed that job rotations had caused them interruptions, waste of time and low productivity in their work output. Overall 26% agreed while 37% disagreed that job rotations had caused them interruptions, waste of time and low productivity in their work output. The findings correlated with Cheraskin & Campion (1996) studies in which they noted that despite the benefits of job rotations to people's careers the study also identified costs associated to job rotation. Among the costs, job rotation was found to increase workload and decrease productivity for the rotating employee and for other employees. Job rotation was also found to have a relationship with disruption of work flow leading to more time spent by organization in focusing on short-term solutions to correct these problems.

Another cost was founded on the costs associated with the learning curve on new jobs, including time spent learning, training costs and errors that employees often make while learning a new job. Another major cost associated with job rotation identified in the Cheraskin & Campion study was the cost in terms of the satisfaction and motivation of other employees who aren't rotating and felt ignored by the organization.

4.5.4.(c) Elimination of Job Monotony and Boredom.

In their findings Faizan et al (2012) established that that employee commitment and job involvement could be slightly increased by boosting up job rotational activities. The study sought to establish whether job rotation had relieved employees from suffering job monotony and boredom. The results are summarized and presented in table 4.30 bellow.

Table 4.30
Respondents Opinion on Whether Because of Job Rotation They are Not Suffering From Job Monotony and Boredom.

Item	Frequency	Percentage (%)
1= Strongly Agree	23	22
2 = Agree	27	26
3 = Neutral	42	41
4 = Disagree	7	7
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 22% strongly agreed, 26% agreed, 41% were neutral, 7% disagreed while 4% strongly disagreed. Majority of the respondents (26%) agreed that job rotation had relieved them from suffering job monotony and boredom. Overall 48% agreed while 11% disagreed that job rotation had relieved them from suffering job monotony and boredom. The mean of the respondents was 2.4, thus findings agree that job rotation had relieved employees from suffering job monotony and boredom. The findings correlate to Cheraskin & Campion (1996)

studies in which they noted that among the benefits of job rotation include the fact that rotated employees attain a better understanding of strategic issues. They also noted that employee see more stimulating work benefits such as the variety and challenges that come from new jobs and personnel gain awareness-related benefits, which means greater insight into their strengths, personal values and management styles. In this was job rotation keeps monotony and boredom at bay.

4.5.5. The Influence of Succession Training on Staff Performance

A study by Gov. NL.CA, 2008, indicated that succession training and planning are crucial activities for any organization that aspires to withstand the test of time. Employees are the most important asset for any organizations thus the need to retain them. However it is inevitable to stop an employee from exiting the organization hence the need to find a suitable successor that will fill the vacancy when it opens up. The influence succession training on staff performance can be assessed from key indicators such as whether resilience of the organization to collapse due to death or resignation of key staff, staff confidence to server in higher responsibility levels, clear career growth/ promotion and the level of motivation and enthusiasm staff have. This research study focuses on the above indicators in its quest to establish the influence of succession training in KeNHA.

4.5.5.(a) Succession Training Outcomes in KeNHA.

According to Gov. NL.CA, 2008, developing the potential for business continuity through successor training is emerging not only as a priority in the Public sector but also as a vital tool for dealing with various challenges and risks such as potential skill shortages, lack of an established talent pool, immigration and employment equity, the ageing workforce, increasing retirement eligibility, competitive labor markets, negative net migration, shrinking workforce, and internal competency gaps among other challenges. The study sought to establish whether succession training in the organisation had greatly reduced the likelihood of the organisation collapsing as a result of resignations by key members of staff. The results are summarized and presented in table 4.31 bellow.

Table 4.31

Respondents Opinion on Whether the Succession Training in KeNHA Has Greatly Reduced the Likelihood of KeNHA Collapsing as a Result of Resignations by Key Members of Staff

Item	Frequency	Percentage (%)
1= Strongly Agree	27	26
2 = Agree	31	30
3 = Neutral	23	22
4 = Disagree	15	15
5 = Strongly Disagree	7	7
Total	**103**	**100**

The results of the study indicate that 26% strongly agreed, 30% agreed, 22% were neutral, 15% disagreed while 7% strongly disagreed. Majority of the respondents (30%) agreed that succession training in the organisation had greatly reduced the likelihood of the organisation collapsing as a result of resignations by key members of staff. Overall 56% agreed while 22% disagreed that succession training in the organisation had greatly reduced the likelihood of the organisation collapsing as a result of resignations by key members of staff. The mean of the respondents was 2.7, thus findings agree that succession training in the organisation had greatly reduced the likelihood of the organisation collapsing as a result of resignations by key members of staff. This findings echo the studies by Armstrong 2009 who indicates that in the modern world's rapidly changing scenario where employee keep changing from one place to another, the most that can be done is to use talent management and succession management development processes to ensure that there are plenty of talented people around in 'talent pools' to fill vacancies as they arise, bearing in mind that the most talented or ambitious individuals may not want to wait very long.

4.5.5.(b) Staff Confidence to Act in the Position of their Immediate Boss without Difficulty.

According to a research by Kheyrollah, et al (2012), in-service training has influential effect on employees' personal abilities and organizational abilities, their knowledge level, their professional

knowledge, and their promotion. The study sought to establish employees had the confidence to act in the position of their immediate boss without any difficulty. The results are summarized and presented in table 4.32 bellow.

Table 4.32
Respondents Opinion on Whether they have Confidence to Act in the Position of Their Immediate Boss Without any Difficulty

Item	Frequency	Percentage (%)
1= Strongly Agree	31	30
2 = Agree	45	44
3 = Neutral	15	15
4 = Disagree	7	7
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 30% strongly agreed, 44% agreed, 15% were neutral, 7% disagreed while 4% strongly disagreed. Majority of the respondents (44%) agreed that they had the confidence to act in the position of their immediate boss without any difficulty. Overall 74% agreed while 11% disagreed that they had the confidence to act in the position of their immediate boss without any difficulty. The mean of the respondents was 2.1, thus findings agree that employees had the confidence to act in the position of my immediate boss without any difficulty.

This results closely relate to studies by Landau, (2010) in which he indicates that external succession is especially disruptive to an organization and forms a major risk. Research has also shown that about two-thirds of new executives hired from the outside fail. Forty per cent do so within the first 18 months. A survey by Booz Allen of 2,500 companies revealed that home-groomed successors tend to fare better than externally recruited managers. (Landau, 2010). In yet another example Landau cites a study in 2010 by Boston Consulting Group and the World Federation

of People Management Associations among 5,500 leaders in 109 countries that showed that successful companies recruit 60% of their top management from internal talent pools in comparison with only 13% internal recruitments in less successful enterprises. It is therefore a good practice for an organization to groom its employees to have confidence and expertise of serving in the capacity of the immediate bosses without any difficulty

4.5.5.(c)   Boost to Staff Potentials and Ability for Higher Responsibility

According to a research by Kheyrollah, et al (2012), in-service training has influential effect on employees' personal abilities and organizational abilities, their knowledge level, their professional knowledge, and their promotion.

The study sought to establish whether succession training had made employees discover their potential and ability for higher responsibility. The results are summarized and presented in table 4.33 bellow.

Table 4.33
Respondents Opinion on Whether Succession Training Has Made Them Discover Their Potential and Ability for Higher Responsibility

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	38	37
3 = Neutral	34	33
4 = Disagree	0	0
5 = Strongly Disagree	15	15
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 37% agreed, 33% were neutral while 15% strongly disagreed. Majority of the respondents (37%) agreed that succession training had made them discover their potential and ability for higher responsibility. Overall 52% agreed while 15% disagreed that succession training had made them discover their potential and ability for

higher responsibility. The mean of the respondents was 2.6, thus findings agree that succession training had made employees discover their potential and ability for higher responsibility. The findings of this study echo a research by Kheyrollah, et al (2012), who note that in-service training such as succession management has influential effect on employees' personal abilities and organizational abilities, their knowledge level, their professional knowledge, and their promotion. Prime to this is the realization of the employee's potential for higher responsibilities and more challenging tasks.

4.5.5.(d) The organisation has a clear career path that allows employees to grow.

According to a research by Kheyrollah, et al (2012), in-service training has influential effect on employees' personal abilities and organizational abilities, their knowledge level, their professional knowledge, and their promotion.

The study sought to establish whether the organisation had a clear career path that allowed employees to grow. The results are summarized and presented in table 4.34 bellow.

Table 4.34
Respondents Opinion on Whether the Organization has a Clear Career Path that Allows Employees to Grow

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	27	26
3 = Neutral	27	26
4 = Disagree	23	22
5 = Strongly Disagree	11	11
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 26% agreed, 26% were neutral, 22% disagreed while 11% strongly disagreed. Majority of the respondents (26%) agreed that the organisation had a clear career path that allowed them to grow. Overall 41% agreed while 33%

disagreed that the organisation had a clear career path that allowed them to grow. The mean of the respondents was 2.8, thus findings agree that the organisation had a clear career path that allowed employees to grow. This finding relate to suggestions by Younger et al (2007), who indicates that succession planning approaches must involve emphasizing 'growth from within', regarding talent development as a key element of the business strategy, being clear about the competencies and qualities that matter, maintaining well-defined career paths, taking management development, coaching and mentoring very seriously, and demanding high performance.

4.5.4.(a) Induced Motivation and Enthusiasm in Staff as a Result of Succession Training. External succession is especially disruptive to an organization and forms a major risk. Research has shown that about two-thirds of new executives hired from the outside fail. Forty per cent do so within the first 18 months. A survey by Booz Allen of 2,500 companies revealed that home-groomed successors tend to fare better than externally recruited managers (Landau, 2010). The study sought to establish whether the organisations training programmes had motivated and enhanced enthusiasm of employees to work for the organisation. The results are summarized and presented in table 4.35 bellow.

Table 4.35
Respondents Opinion on Whether the Because of KeNHA'S Useful and Exciting Training Programmes, They are Motivated and Enthusiastic to Work for KeNHA

Item	Frequency	Percentage (%)
1= Strongly Agree	30	29
2 = Agree	31	30
3 = Neutral	27	26
4 = Disagree	0	0
5 = Strongly Disagree	15	15
Total	**103**	**100**

The results of the study indicate that 29% strongly agreed, 30% agreed, 26% were neutral while 15% strongly disagreed. Majority of the respondents (30%) agreed that the organisations training

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programmes had motivated and enhanced their enthusiasm to work for the organisation. Overall 59% agreed while 15% disagreed that the organisations training programmes had motivated and enhanced their enthusiasm to work for the organisation. The mean of the respondents was 2.4, thus findings agree that the organisations training programmes had motivated and enhanced enthusiasm of employees to work for the organisation. This findings relate to Jagero et al (2012) studies in which they indicate that employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. The go ahead to indicate that a well implemented employee training also results in lower turnover rates.

4.6. Reward Management on Employee Performance

According to Puwanenthiren, 2011, a key focus of recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. The study sought to establish the extent to which Reward management Influence employee Performance in KeNHA. To enable elaborate investigation of the research objective four key indicators were identified. This include the ways in which compensation, promotion, benefits, appreciation and recognition influence employee performance.

4.6.1. The Extent to Which Compensation Influence Performance

Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. The extent to which compensation influence staff performance can be assessed from key indicators such as the employees opinions of their pay versus their skills, the employee level of satisfaction with respect to their pay and the employee opinion about their pay rate in relation to other companies. This research study focuses on the above indicators in its quest to establish the extent to which compensation influence performance in KeNHA.

4.6.1.(a) Whether Staff Feel their Salary is Commensurate to their Skills and Level of Experience.

Akerlof and Kranton (2010) indicates that money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. The study sought to establish the extent to which employees felt their salaries were commensurate to their skills and level of experience. The results are summarized and presented in table 4.36 bellow.

Table 4.36

Respondents Opinion on Whether their Salary is Commensurate to Their Skills and Level of Experience

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	27	26
3 = Neutral	27	26
4 = Disagree	20	19
5 = Strongly Disagree	23	22
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 26% agreed, 26% were neutral, 19% disagreed while 22% strongly disagreed. Overall 33% agreed while 41% disagreed that their salaries were commensurate to their skills and level of experience. The findings thus disagree that the employees felt their salaries were commensurate to their skills and level of experience.

Remuneration is usually the primary source of employee income in an organization. This implies that the employees in an organization can be motivated to work hard if the kind of remuneration they earn is reasonable. In most cases, employees will bench mark by comparing with other organizations in terms of what they might be compensating their employees for similar skills. Studies conducted by Kessler (2000) to investigate factors leading to high labor turnover in factories in UK revealed that one of the single most reasons why employee organizations experience high labor turnover is poor remuneration. Other related strudies include Akerlof and

Kranton (2010) study which indicated that many organizations would be successful in their goals and purposes if they understand the identity economics.

People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. They also affirm that there seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. They note that money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. They claim that all businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. Reward management has the supremacy to magnetize, maintain and motivate individuals towards higher performance. According to Lemieux, MacLeod, & Parent (2009), the existing evidence shows that when there is a good performance measures, performance-pay can enhance employee productivity and improve match quality. However, the use of performance-pay is constrained by the quality of available performance.

4.6.1.(b) Compensation Related Satisfaction among KeNHA Staff.

Akerlof and Kranton (2010) indicates that most businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. Reward management has the supremacy to magnetize, maintain and motivate individuals towards higher performance. The study sought to establish the extent to which employees were satisfied and felt they were being paid a fair amount for the work I did. The results are summarized and presented in table 4.37 bellow.

Table 4.37
Respondents Opinion on Whether they were Satisfied and Felt they were Being Paid a Fair Amount for the Work they Do

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	20	19
3 = Neutral	38	37
4 = Disagree	15	15
5 = Strongly Disagree	19	18
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 19% agreed, 37% were neutral, 15% disagreed while 18% strongly disagreed. Overall 30% agreed while 33% disagreed that they were satisfied and that they were being paid a fair amount for the work I did. The findings thus disagree that employees were satisfied and that they felt they were being paid a fair amount for the work they did. Remuneration is usually the primary source of employee income in an organization. This implies that the employees in an organization can be motivated to work hard if the kind of remuneration they earn is reasonable. In most cases, employees will bench mark by comparing with other organizations in terms of what they might be compensating their employees for similar skills.

Studies conducted by Kessler (2000) to investigate factors leading to high labor turnover in factories in UK revealed that one of the single most reasons why employee organizations experience high labor turnover is poor remuneration. Other related strudies include Akerlof and Kranton (2010) study which indicated that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job.

Akerlof and Kranton (2010) also affirm that there seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. They note that money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. They claim that all businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. Reward management has the supremacy to magnetize, maintain and motivate individuals towards higher performance. According to Lemieux, MacLeod, & Parent (2009), the existing evidence shows that when there is a good performance measures, performance-pay can enhance employee productivity and improve match quality. However, the use of performance-pay is constrained by the quality of available performance.

4.6.1.(c) How Staff Relate KeNHA's Compensation to Other Organisations in the Public Sector

According to Lemieux, MacLeod, & Parent (2009), the existing evidence shows that when there is a good performance measures, performance-pay can enhance employee productivity and improve match quality. The study sought to establish whether the employees felt that the organization was among the best paying in the public sector. The results are summarized and presented in table 4.38 bellow.

Table 4.38
Respondents Opinion on Whether they view the Organization to be Among the Best Paying in the Kenyan Public Sector

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	23	22
3 = Neutral	42	41
4 = Disagree	11	11
5 = Strongly Disagree	20	19
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 22% agreed, 41% were neutral, 11% disagreed while 19% strongly disagreed. Overall 29% agreed while 30% disagreed that they felt that the organization was among the best paying in the public sector. The findings thus disagree that the employees felt that the organization was among the best paying in the public sector. Remuneration is usually the primary source of employee income in an organization. This implies that the employees in an organization can be motivated to work hard if the kind of remuneration they earn is reasonable. In most cases, employees will bench mark by comparing with other organizations in terms of what they might be compensating their employees for similar skills. Studies conducted by Kessler (2000) to investigate factors leading to high labor turnover in factories in UK revealed that one of the single most reasons why employee organizations experience high labor turnover is poor remuneration.

Other related strudies include Akerlof and Kranton (2010) study which indicated that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. They also affirm that there seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. They note that money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. They claim that all businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. Reward management has the supremacy to magnetize, maintain and motivate individuals towards higher performance. According to Lemieux, MacLeod, & Parent (2009), the existing evidence shows that when there is a good performance measures, performance-pay can enhance employee productivity and improve match quality. However, the use of performance-pay is constrained by the quality of available performance.

4.6.2. The Extent to Which Appreciation and Recognition Influence Performance

Puwanenthiren, 2011, indicates that most organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing this balance is one of the main reasons to reward employees. The extent to which appreciation and recognition influence employee performance can be assessed from key indicators such as employee's perception of how their employer rewards them. Appreciates and recognizes their unique performance, employee's propensity to increase their work effort attracted by the end rewards.

This research study focuses on the above indicators in its quest to establish the extent to which appreciation and recognition influence performance in KeNHA.

4.6.2.(a) Career Achievement as a Result of KeNHA's Reward System.

According to Njanja, Maina, Kibet & Kageni, 2013, employees should be aware of the relationship between how they perform and the rewards they get. The study sought to establish whether employees felt achieved in their career because the organisations reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. The results are summarized and presented in table 4.39 bellow.

Table 4.39
Respondents Opinion on Career Achievement as a Result of KeNHA's Reward System.

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	38	37
3 = Neutral	31	30
4 = Disagree	20	19
5 = Strongly Disagree	7	7
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 37% agreed, 30% were neutral, 19% disagreed while 7% strongly disagreed. Majority of the respondents (37%) agreed that they felt achieved in their career because the organisations reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. Overall 44% agreed while 26% disagreed that they felt achieved in their career because the organisations reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. The mean of the respondents was 2.8, thus findings agree that employees felt achieved in their career because the organisations reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions. This finding is closely related to studies by Puwanenthiren (2011) who indicated that a key focus of employee recognition is to make the employee feel appreciated and valued. He also points out that research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative.

4.6.2.(b) Staff Appreciation for Good Performance at Work.

According to Yokoyama, 2010, immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an

immediate supervisor or it could be a tangible reward. The study sought to establish whether employees felt appreciated for good performance in their work place. The results are summarized and presented in table 4.40 bellow.

Table 4.40
Respondents Opinion on Whether they are Always Appreciated for Good Performance in their Work

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	34	33
3 = Neutral	34	33
4 = Disagree	11	11
5 = Strongly Disagree	8	8
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 33% agreed, 33% were neutral, 11% disagreed while 8% strongly disagreed. Majority of the respondents (33%) agreed that they felt appreciated for good performance in their work. Overall 48% agreed while 19% disagreed that they felt appreciated for good performance in their work place. The mean of the respondents was 2.6, thus findings agree that employees felt appreciated for good performance in their work. This finding is closely related to studies by Schoeffler (2005) who indicated that immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. He also points out that a key focus of employee recognition is to make the employee feel appreciated and valued.

4.6.2.(c) Motivation as a Result of KeNHA's Recognition and Reward to Top Performers.

According to Njanja, Maina, Kibet & Kageni, 2013, employers and managers should design a system to measure performance so that rewards are then given accordingly. A good reward system

that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives The study sought to establish whether employees were psyched up to excel in their performance because the organization recognized and rewarded top performers. The results are summarized and presented in table 4.41 bellow.

Table 4.41
Respondents Opinion on Whether they are Psyched to Excel in their Performance Because KeNHA Recognizes and Rewards Top Performers

Item	Frequency	Percentage (%)
1= Strongly Agree	19	18
2 = Agree	31	30
3 = Neutral	27	26
4 = Disagree	15	15
5 = Strongly Disagree	11	11
Total	**103**	**100**

The results of the study indicate that 18% strongly agreed, 30% agreed, 26% were neutral, 15% disagreed while 11% strongly disagreed. Majority of the respondents (30%) agreed that they were psyched up to excel in their performance because the organization recognized and rewarded top performers. Overall 48% agreed while 26% disagreed that they were psyched up to excel in their performance because the organization recognized and rewarded top performers. The mean of the respondents was 2.7, thus findings agree that employees were psyched up to excel in their performance because the organization recognized and rewarded top performers. This finding is closely related to studies by Puwanenthiren (2011) who indicated that a key focus of employee recognition is to make the employee feel appreciated and valued. He also points out that research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative.

4.6.2.(d) Motivation Induced by Tangible Rewards (certificates, trips, merchandise, trophies) in KeNHA.

According to Yokoyama, 2010, immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. Short term rewards are made either monthly or quarterly basis depending on performance. Examples of such rewards include cash benefits or special gifts for exceptional performance. The study sought to establish whether employees were ready to increase their work efforts in order to gain more tangible rewards (certificates, trips, merchandise, and trophies) offered by the origination. The results are summarized and presented in table 4.42 bellow.

Table 4.42
Respondents Opinion on Whether they are Ready To Increase Their Work Efforts in Order to Gain More Tangible Rewards (Certificates, Trips, Merchandise, Trophies)

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	34	33
3 = Neutral	27	26
4 = Disagree	15	15
5 = Strongly Disagree	11	11
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 33% agreed, 26% were neutral, 15% disagreed while 11% strongly disagreed. Majority of the respondents (33%) agreed that they were ready to increase their work efforts in order to gain more tangible rewards (certificates, trips, merchandise, and trophies) offered by the organization. Overall 48% agreed while 26% disagreed that they were ready to increase thier work efforts in order to gain more tangible rewards (certificates, trips, merchandise, and trophies) offered by the organization. The mean of the respondents was 2.7, thus findings agree that employees were ready to increase their work efforts in order to gain more tangible rewards (certificates, trips, merchandise, and trophies). These findings closely relate to studies by Njanja et al (2013) who concluded that a good reward system

that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives.

4.6.3. The Extent to Which Promotion Influence Performance

Schoeffler, 2005, indicates that an effective reward program may have three components: immediate, short-term and long term. This means immediate recognition of a good performance, short- term rewards for performance could be offered monthly or quarterly and long- term rewards are given for showing loyalty over the years. The extent to which promotion influence staff performance can be assessed from key indicators such as the employees quest and patience to stay longer in the organization attracted by periodic basic salary increments, degree of employee value for service delivery in return for promotion, employee perception that they will be promoted if they excel and employee confidence in the available staff promotion scheme.

This research study focuses on the above indicators in its quest to establish the extent to which promotion influence performance in KeNHA

4.6.3.(a) Staff Willingness to Work Longer for KeNHA due to Periodic Rise in Basic Pay

Schoeffler, 2005, indicates that long- term rewards are given to employees for showing loyalty over the years. The study sought to establish whether employees looked forward to working for the organization longer because the longer they stayed the higher their basic pay. The results are summarized and presented in table 4.43 bellow.

Table 4.43
Respondents Opinion on Whether they Look Forward to Working for KeNHA Longer Because the Longer you Stay the Higher Your Basic Pay

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	20	19
3 = Neutral	34	33
4 = Disagree	31	30
5 = Strongly Disagree	11	11
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 19% agreed, 33% were neutral, 30% disagreed while 11% strongly disagreed. Overall 26% agreed while 41% disagreed that they looked forward to working for the organization longer because the longer they stayed the higher their basic pay. The findings thus disagree that the employees looked forward to working for the organization longer because the longer they stayed the higher their basic pay. This finding contradict the studies of Yokoyama (2010) who indicated that long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his or her organization and it reduces employee turnover. Long term rewards include being made partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources. The contradiction in the findings for this study and Yokoyama's studies could be linked to the notion within employees that it may be better to move to another organization which pays higher than to wait for a very long time for your salary to grow.

4.6.3.(b) Staff Association of Promotion with Quality of Service Offered.

Njanja, Maina, Kibet & Kageni, 2013, indicate that a good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives. The study sought to establish whether employees believed that promotion depended on the quality of services delivered. The results are summarized and presented in table 4.44 bellow.

Table 4.44

Respondents Opinion on Whether their Promotion Depends on the Quality of Service they Deliver.

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	31	30
3 = Neutral	15	15
4 = Disagree	23	22
5 = Strongly Disagree	19	18
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 30% agreed, 15% were neutral, 22% disagreed while 18% strongly disagreed. Majority of the respondents (30%) agreed that they believed employee promotion depended on the quality of services delivered. Overall 45% agreed while 40% disagreed that they believed employee promotion depended on the quality of services delivered. The mean of the respondents was 2.8, thus findings agree that employees believed that promotion depended on the quality of services delivered. This finding relates to studies by Njanja et al (2013) who believe that employees should be aware of the relationship between how they perform and the rewards they get. Organizations should apply performance management programs which assist in planning employee performance, monitor performance by effecting proper measuring tools. Rewards should be used as a way of strengthening good behavior among employees as well as productivity.

4.6.3.(c) Promotion as a result of Staff Excellence.

Njanja, Maina, Kibet & Kageni, 2013, indicate that rewards should be used as a way of strengthening good behavior among employees as well as productivity. Hence reward systems should focus on reinforcing positive behavior. The study sought to establish whether the employees felt that the organization promoted staff who excel more before maturity of usual promotion period. The results are summarized and presented in table 4.45 bellow.

Table 4.45

Respondents Opinion on Whether KeNHA Promotes Staff who Excel More Before Maturity of Usual Promotion Period

Item	Frequency	Percentage (%)
1= Strongly Agree	4	4
2 = Agree	11	11
3 = Neutral	38	37
4 = Disagree	34	33
5 = Strongly Disagree	15	15
Total	**103**	**100**

The results of the study indicate that 4% strongly agreed, 11% agreed, 37% were neutral, 33% disagreed while 15% strongly disagreed. Overall 15% agreed while 48% disagreed that they felt that the organization promoted staff who excel more before maturity of usual promotion period. The findings thus disagree that the employees felt that the organization promoted staff who excel more before maturity of usual promotion period. This finding can be related to studies by Njana et al (2013) who believe that rewards should be used as a way of strengthening good behavior among employees as well as productivity. Hence reward systems should focus on reinforcing positive behavior. Employees could be rewarded for working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, productivity. Employers and managers should then design or come up with a system to measure or quantify all these aspects so that rewards are then given accordingly. A good reward system that focuses on rewarding employees and their teams will serve as a driving force for employees to have higher performance hence end up accomplishing the organizational goals and objectives. An introduction of a promotion related reward system could have amazing results for the organization.

4.6.3.(d) Staff Promotion Influence on Turnover.

According to Yokoyama, 2010, Long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his or her organization and it reduces employee turnover. Long term rewards include being made partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources.

The study sought to establish whether the employees felt that the staff promotion scheme would make them work longer for the organization. The results are summarized and presented in table 4.46 bellow.

Table 4.46.
Respondents Opinion on Whether the Staff Promotion Scheme in KeNHA Will Make them Work Longer for KeNHA

Item	Frequency	Percentage (%)
1= Strongly Agree	3	3
2 = Agree	15	15
3 = Neutral	49	48
4 = Disagree	31	30
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 3% strongly agreed, 15% agreed, 48% were neutral, 30% disagreed while 4% strongly disagreed. Majority of the respondents (30%) disagreed that they felt that the staff promotion scheme would make them work longer for the organization. Overall 18% agreed while 34% disagreed that they felt that the staff promotion scheme would make them work longer for the organization. The findings thus disagree that the employees felt that the staff promotion scheme would make them work longer for the organization. This finding contradict the studies of Yokoyama (2010) who indicated that long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to his or her organization and it reduces employee turnover. Long term rewards include being made partner, or cash benefits that

mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources. The contradiction in the findings for this study and Yokoyama's studies could be linked to the notion within employees that it may be better to move to another organization which pays higher than to wait for a very long time to be promoted and earn a better salary.

4.6.4. The Extent to which Fringe Benefits Influence Performance

According to Sarvadi, 2010, Benefits such as car loans, medical covers, club membership, ample office space, parking slots and company cars are ways of rewarding and employees do note the types of benefit that their organization offers. The extent to which fringe benefits influence staff performance can be assessed from key indicators such as the employee's perception of the fairness and equitability of the existing fringe benefits, employee attraction due to available fringe benefits and the assurance that hard work will lead to a bigger fringe benefit reward. This research study focuses on the above indicators in its quest to establish the extent to which fringe benefits influence performance in KeNHA

4.6.4.(a) Fairness and Equitability of Employee Benefit Packages in KeNHA.

According to Puwanenthiren, 2011, organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing this balance is one of the main reasons to reward employees. Organizations that follow a strategic approach to creating this balance focus on the three main components of a reward system, which includes, compensation, benefits and recognition. Studies that have been conducted on the topic indicates that the most common problem in organizations today is that they miss the important component of Reward, which is the low-cost, high-return ingredient to a well-balanced reward system. A key focus of recognition is to make employees feel appreciated and valued. The study sought to establish whether the employees felt that the employee benefit package was fair and equitable. The results are summarized and presented in table 4.47 bellow.

Table 4.47

Respondents Opinion on Whether the Current Employee Benefit Package is Fair and Equitable

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	31	30
3 = Neutral	42	41
4 = Disagree	15	15
5 = Strongly Disagree	7	7
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 30% agreed, 41% were neutral, 15% disagreed while 7% strongly disagreed. Majority of the respondents (30%) agreed that they felt that the employee benefit package was fair and equitable. Overall 37% agreed while 22% disagreed that they felt that the employee benefit package was fair and equitable. The mean of the respondents was 2.8, thus findings agree that the employees felt that the employee benefit package was fair and equitable. This findings correlate with the studies of Puwanenthiren (2011) who believes that organizations have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. He asserts that establishing this balance is one of the main reasons to reward employees. Organizations that follow a strategic approach to creating this balance focus on the three main components of a reward system, which includes, compensation, benefits and recognition. Puwanenthiren (2011) affirms that a key focus of recognition is to make employees feel appreciated and valued. He concludes that research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative.

4.6.4.(b) Staff Motivation by Fringe Benefits (pension, medical scheme, house allowance, loan security, commuter allowance) in KeNHA

According to Sarvadi, 2010, Benefits such as car loans, medical covers, club membership, ample office space, parking slots and company cars are ways of rewarding and employees do note the types of benefit that their organization offers. The study sought to establish whether employees were motivated to work for the organization because of the additional benefits (pension, medical scheme, house allowance, loan security, commuter allowance) given to employees. The results are summarized and presented in table 4.48 bellow.

Table 4.48.
Respondents Opinion on Whether they are Motivated to Work for KeNHA Because of the Additional Benefits (Fringe)(Pension, Medical Scheme, House Allowance, Loan Security, Commuter Allowance) it Gives to its Employees

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	38	37
3 = Neutral	31	30
4 = Disagree	11	11
5 = Strongly Disagree	7	7
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 37% agreed, 30% were neutral, 11% disagreed while 7% strongly disagreed. Majority of the respondents (37%) agreed that they were motivated to work for the organization because of the additional benefits (pension, medical scheme, house allowance, loan security, commuter allowance) given to employees. Overall 52% agreed while 18% disagreed that they were motivated to work for the organization because of the additional benefits (pension, medical scheme, house allowance, loan security, commuter allowance) given to employees. The mean of the respondents was 2.5, thus findings agree that employees were motivated to work for the organization because of the additional benefits (pension, medical scheme, house allowance, loan security, commuter allowance) given to employees.

This findings support studies by Sarvadi (2010) who believes that every organization's reward system should focus on these major areas; compensation (salaries, perdiems, bonus, commuter allowance etc), benefits, recognition and appreciation (Sarvadi, 2010).

Benefits such as car loans, medical covers, club membership, ample office space, parking slots and company cars are ways of rewarding and employees do note the types of benefit that their organization offers. Also in support of this findings are the studies of Puwanenthiren (2011) who believes that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative.

4.6.4.(c) Staff Motivation to Excel in their Assignments so as to get first Priority when Training opportunities Arise as well as Scholarships for Further Studies.

According to Hartman, Kurtz & Moser, 1994, a well-designed incentive program rewards measurable changes in behavior that contribute to clearly defined goals. The challenge in developing such a program lies in determining what rewards are effective agents of change, what behaviors can be changed and the cost and benefits of eliciting change. The study sought to establish whether employees felt that if they worked hard and excelled in their assignments they would be given first priority when training opportunities arose as well as scholarships for further studies. The results are summarized and presented in table 4.49 bellow.

Table 4.49
Respondents Opinion on Whether if they Work Hard and Excel in their Assignments they will be Given First Priority when Training Opportunities Arise as Well as Scholarships for Further Studies.

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	15	15
3 = Neutral	34	33
4 = Disagree	31	30
5 = Strongly Disagree	15	15
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 15% agreed, 33% were neutral, 30% disagreed while 15% strongly disagreed. Overall 22% agreed while 45% disagreed that they felt that if they worked hard and excelled in their assignments they would be given first priority when training opportunities arose as well as scholarships for further studies. The findings thus disagree that employees felt that if they worked hard and excelled in their assignments they would be given first priority when training opportunities arose as well as scholarships for further studies. This finding can be related to studies by Njana et al (2013) who believe that rewards should be used as a way of strengthening good behavior among employees as well as productivity. Hence reward systems should focus on reinforcing positive behavior. Employees could be rewarded for working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, productivity. An introduction of a training or scholarship related reward system could perhaps have amazing results for the organization.

4.7.   Management and Employee Performance

Koontz (1978) defines management as the art of getting things done through others and with formally organized groups. The term 'management style' can therefore be defined as the leadership method a manager uses in administering an organization. It includes planning, organizing, staffing,

directing and controlling, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. The study sought to establish the extent to which Management functions Influence employee Performance in KeNHA. To enable elaborate investigation of the research objective four key indicators were identified. This include the ways in which planning, organizing, directing and controlling influence employee performance.

4.7.1.   The Extent to Which Planning Influence Performance

Robbins (2003), define managers as ―individuals who achieve goals through other people, who oversee the activities of others and who are responsible for attaining goals in these organizations. For success of such managers planning is fundamental. The extent to which planning influence staff performance can be assessed from key indicators such as how well the supervisors organize and plan activities for subordinates and the general organizations efficiency in goal setting. This research study focuses on the above indicators in its quest to establish the extent to which fringe benefits influence performance in KeNHA.

4.7.1.(a)   Clarity of what to do, when and how to do work.

According to Ogunola, Kalejaiye & Chiedu (2013), the extent to which employees of an organization contribute in harnessing the resources of the organization and perform on their jobs depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. The study sought to establish whether the organization managers always gave a clear picture of what to do, when and how to do the work they assigned. The results are summarized and presented in table 4.50 bellow.

Table 4.50
Respondents Opinion on Whether their Managers Always Give them a Clear Picture of what to do, when and how to do their Work

Item	Frequency	Percentage (%)
1= Strongly Agree	38	37
2 = Agree	42	41
3 = Neutral	15	15
4 = Disagree	7	7
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 37% strongly agreed, 41% agreed, 15% were neutral while 7% disagreed. Majority of the respondents (41%) agreed that the organization managers always gave a clear picture of what to do, when and how to do the work they assigned. Overall 78% agreed while 7% disagreed that the organization managers always gave a clear picture of what to do, when and how to do the work they assigned. The mean of the respondents was 1.9, thus findings agree that the organization managers always gave a clear picture of what to do, when and how to do the work they assigned.

According to Armstrong (2009) performance planning involves agreement between the manager and the individual on what the latter needs to do to achieve objectives, raise standards and improve performance. He states that this may include a performance improvement plan which specifies the areas in which the individual needs to improve. This findings also closely relate to studies by Ogunola et al (2013) who notes that the best management style of the manager is one in which the manager organizes and defines the group activities to achieve the organization's goals. Thus the manager should effectively define the role that each member is expected to assume, assign task, plan ahead, and establish ways of getting things done and push for increase in production. The manager needs to also periodically review the roles each employee is to perform to accommodate

simpler and effective ways of carrying out tasks in order to maintain a high level of job performance for the organization.

4.7.1.(b) The Management Efficiency in Goal Setting and Promotion of Achievability of KeNHA's Core Functions.

Hersey, Blanchard & Johnson (2001) advocates that leaders will be more effective when they know and understand the appropriate usage of power.The study sought to establish whether the management style in the organization enabled efficiency in goal setting at all levels of the organization which in turn would promote achievability of the core functions. The results are summarized and presented in table 4.51 bellow.

Table 4.51.
Respondents Opinion on Whether the Management Style in KeNHA Enables Efficiency in Goal Setting at all Levels of the Organization which in turn Promotes Achievability of KeNHA's Core Functions

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	49	48
3 = Neutral	38	37
4 = Disagree	4	4
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 48% agreed, 37% were neutral, 4% disagreed while 4% strongly disagreed. Majority of the respondents (48%) agreed that the management style in the organization enabled efficiency in goal setting at all levels of the organization which in turn would promote achievability of the core functions. Overall 55% agreed while 8% disagreed that the management style in the organization enabled efficiency in goal setting at all levels of the organization which in turn would promote achievability of the core functions. The mean of the respondents was 2.5, thus findings agree that the management style in the

organization enabled efficiency in goal setting at all levels of the organization which in turn would promote achievability of the core functions. This findings echo studies of Kerzner (2003) who indicates that planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Kerzner insists that planning in the project environment may be described as establishing a predetermined course of action within a forecasted environment.

4.7.2. The Extent to Which Organising Influence Performance

According to Ogunola, Kalejaiye & Chiedu (2013), the efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors. The extent to which organizing influence staff performance can be assessed from key indicators such as work assignment and delegation, efficiency in communication, team and individual interaction levels. This research study focuses on the above indicators in its quest to establish the extent to which organizing influence performance in KeNHA.

4.7.2.(a) Supervisor Delegation of Work to Team Members.

Ogunola et al (2013) emphasizes that human beings become members of an organization in order to achieve certain personal objectives. The extent to which they are active members depends on how they are convinced that their membership will enable them achieve their predetermined objectives. The study sought to establish whether employee supervisors delegated work to team members. The results are summarized and presented in table 4.52 bellow.

Table 4.52

Respondents Opinion on Whether their Supervisors Delegate Work to Team Members

Item	Frequency	Percentage (%)
1= Strongly Agree	34	33
2 = Agree	65	63
3 = Neutral	4	4
4 = Disagree	0	0
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 33% strongly agreed, 63% agreed while only 4% were neutral. Majority of the respondents (63%) agreed that their supervisors delegated work to team members. Overall 96% agreed while none disagreed that their supervisors delegated work to team members. The mean of the respondents was 1.7, thus findings agree that employee supervisors delegated work to team members. This finding closely relates to studies by Kerzner (2003) who indicated that successful organizations do encourage practice of upper-level managers to relinquishing some of their authority through delegation to the middle managers. The trend cascades downwards to the lowest cadre. In several situations, middle managers soon occupy the power positions, even more so than upper level managers. Kerzner (2003) insists that although most executives and managers don't seem convinced by this fact however, once they realize that it is a sound business practice they become very effective and successful.

4.7.2.(b) Communication in KeNHA is Prompt and Efficient..

According to Obong'o (2009) some of the factors adversely affecting performance include: excessive regulations and controls, frequent political interference, poor management, outright mismanagement and bloated staff establishment. The study sought to establish whether communication in the organization was prompt and efficient. The results are summarized and presented in table 4.53 bellow.

Table 4.53

Respondents Opinion on Whether Communication in KeNHA is Prompt and Efficient.

Item	Frequency	Percentage (%)
1= Strongly Agree	21	20
2 = Agree	39	38
3 = Neutral	35	34
4 = Disagree	7	7
5 = Strongly Disagree	1	1
Total	**103**	**100**

The results of the study indicate that 20% strongly agreed, 38% agreed, 34% were neutral, 7% disagreed while 1% strongly disagreed. Majority of the respondents (38%) agreed that communication in the organization was prompt and efficient. Overall 58% agreed while 8% disagreed that communication in the organization was prompt and efficient. The mean of the respondents was 2.2, thus findings agree that communication in the organization was prompt and efficient. According to Kerzner (2003), organizations can be defined as groups of people who must coordinate their activities in order to meet organizational objectives. The coordination function requires strong communications and a clear understanding of the relationships and interdependencies among people. One of the evidences of an organization being well organized is prompt and efficient communication.

4.7.2.(c) The management Promotion of Staff Interaction Leading to Better Achievement of the Organization's Functions..

Ogunola et al (2013) emphasizes that In order to achieve the desired objectives, there must be an interaction between employers (leaders/management) and employees (followers). The management/leadership style that characterizes the inter-action between managers (or leaders) and their staff members (or followers) is most important in terms of employees' efficiency and productivity.The study sought to establish whether the management style in the organization

promoted a lot of interaction amongst staff, teams and management that would lead to better achievement of the organization's functions. The results are summarized and presented in table 4.54 bellow.

Table 4.54

Respondents Opinion on Whether the Management Style in Kenha Promotes a Lot of Interaction Amongst Staff, Teams and Management Leading to Better Achievement of the Organization's Functions.

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	49	48
3 = Neutral	38	37
4 = Disagree	4	4
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 48% agreed, 37% were neutral, 4% disagreed while 4% strongly disagreed. Majority of the respondents (48%) agreed that the management style in the organization promoted a lot of interaction amongst staff, teams and management. Overall 55% agreed while 8% disagreed that the management style in the organization promoted a lot of interaction amongst staff, teams and management. The mean of the respondents was 2.5, thus findings agree that the management style in the organization promoted a lot of interaction amongst staff, teams and management that would lead to better achievement of the organization's functions. Ogunola et al (2013) in their studies believe that in order to achieve the desired objectives, there must be an interaction between employers (leaders/management) and employees (followers). The management/leadership style that characterizes the inter-action between managers (or leaders) and their staff members (or followers) is most important in terms of employees' efficiency and productivity.

4.7.3. The Extent to Which Directing Influence Performance

Hersey, Blanchard & Johnson (2001) advocates that leaders will be more effective when they know and understand the appropriate usage of power. The extent to which directing influence staff performance can be assessed from key indicators such as the leadership style, the speed of decision making process, the efficiency in problem solving and disturbance handling. This research study focuses on the above indicators in its quest to establish the extent to which directing influence performance in KeNHA.

4.7.3.(a) Staff Contentment and motivation by the Leadership Style in KeNHA.

Jaskyte (2004) postulates that employees' perception of leadership behavior is an important predictor of employee job satisfaction and commitment. The management styles employed by a manager can either motivate or discourage employees, which in turn can cause employees' to increase or decrease in their level of performance (Ogunola et al 2013).

he study sought to establish whether the employees were contented and motivated by the leadership style in the organization. The results are summarized and presented in table 4.55 bellow.

Table 4.55
Respondents Opinion on Whether they are Contented and Motivated by the Leadership Style in KeNHA

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	38	37
3 = Neutral	42	41
4 = Disagree	7	7
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 37% agreed, 41% were neutral, 7% disagreed while 4% strongly disagreed. Majority of the respondents (37%) agreed that they were contented and motivated by the leadership style in the organization. Overall 48% agreed while 11% disagreed that they were contented and motivated by the leadership style in the organization. The mean of the respondents was 2.5, thus findings agree that employees were contented and motivated by the leadership style in the organization. This findings correlate with the studies of Jaskyte (2004) who postulates that employees' perception of leadership behavior is an important predictor of employee job satisfaction and commitment. Ogunola et al (2013) in their studies add that the management styles employed by a manager can either motivate or discourage employees, which in turn can cause employees' to increase or decrease in their level of performance.

4.7.3.(b) Decision making in KeNHA is Prompt and Efficient.

According to Obong'o (2009) some of the factors adversely affecting performance include: excessive regulations and controls, frequent political interference, poor management, outright mismanagement and bloated staff establishment. The study sought to establish whether decision making in the organization was prompt and efficient. The results are summarized and presented in table 4.56 bellow.

Table 4.56
Respondents Opinion on Whether Decision Making in Kenha is Prompt and Efficient.

Item	Frequency	Percentage (%)
1= Strongly Agree	8	8
2 = Agree	35	34
3 = Neutral	55	53
4 = Disagree	5	5
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 8% strongly agreed, 34% agreed, 53% were neutral while 5% disagreed. Majority of the respondents (34%) agreed that decision making in the organization was prompt and efficient. Overall 42% agreed while 5% disagreed that decision making in the organization was prompt and efficient. The mean of the respondents was 2.5, thus findings agree that decision making in the organization was prompt and efficient. This findings closely relate to studies by Kerzner (2003) who indicates that in order to sense and react quickly and to insure rapid decision-making, lines of communication should be the shortest possible between all levels of the organization. People with the most knowledge must be available at the source of the problem, and they must have decision-making authority and responsibility. Meaningful data must be available on a timely basis and the organization must be structured to produce this environment. He insists that an organization that perfects this will have much more efficient operations and hence performance.

4.7.3.(c) Effectiveness of KeNHA's Management Style on Problem Solving and Disturbance Handling at Times of Problems, Disputes and Difficulty.

Ogunola et al (2013) warn that overlooking the impact of leadership styles differences can lead to interpersonal disagreements and conflict situations, as people with different leadership styles and opinions on it may not understand or respect each other. The study sought to establish whether at times of problems, disputes and difficulty, the organizations management style had proved effective in problem solving and disturbance handling. The results are summarized and presented in table 4.57 bellow.

Table 4.57

Respondents Opinion on Whether at Times of Problems, Disputes and Difficulty, KeNHA's Management Style has Proved Effective in Problem Solving and Disturbance Handling.

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	49	48
3 = Neutral	31	30
4 = Disagree	7	7
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 48% agreed, 30% were neutral while 7% disagreed. Majority of the respondents (48%) agreed that at times of problems, disputes and difficulty, the organizations management style had proved effective in problem solving and disturbance handling. Overall 63% agreed while 7% disagreed that at times of problems, disputes and difficulty, the organizations management style had proved effective in problem solving and disturbance handling. The mean of the respondents was 2.2, thus findings agree that at times of problems, disputes and difficulty, the organizations management style had proved effective in problem solving and disturbance handling.

This findings relate to studies by Kerzner (2003) who indicates that one of the most important responsibilities of management is the resolution of conflicts through. The continuous conflicts and struggle for power between the functional units consistently require that upper-level personnel resolve those problems resulting from situations that were either no routine or unpredictable and for which no policies or procedures existed. When an organization proves effective in problem solving it means the management is achieving its functions efficiently.

4.7.4. The Extent to Which Controlling Influence Performance

Ogunola et al (2013) insist that strategic management process must be continually evaluated as a series of activities that can operate with varying degrees of effectiveness. An evaluation of an organization's performance must begin with a critique of the management approach that has been adopted. The nature and quality of management is largely a function of systemic concerns, concerns for risk, and time concerns. The extent to which controlling influence staff performance can be assessed from key indicators such as degree of monitoring and control, degree of surportive supervision, valuable timely feedback and comments from supervisors. This research study focuses on the above indicators in its quest to establish the extent to which controlling influence performance in KeNHA.

4.7.4.(a) Management Monitoring and Controlling of the Core Functions and Associated Processes.

In their recommendations Ogunola et al (2013) notes that the management style of the manager is one in which the manager organizes and defines the group activities to achieve the organization's goals. The study sought to establish whether all the core functions and associated processes in the organization were well monitored and controlled efficiently by the then existing management style. The results are summarized and presented in table 4.58 bellow.

Table 4.58
Respondents Opinion on Whether the Core Functions and Associated Processes in Kenha are well Monitored and Controlled Efficiently by the Current Management Style

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	54	52
3 = Neutral	31	30
4 = Disagree	7	7
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 52% agreed, 30% were neutral while 7% disagreed. Majority of the respondents (52%) agreed that all the core functions and associated processes in the organization were well monitored and controlled efficiently by the then existing management style. Overall 63% agreed while 7% disagreed that all the core functions and associated processes in the organization were well monitored and controlled efficiently by the then existing management style. The mean of the respondents was 2.3, thus findings agree all the core functions and associated processes in the organization were well monitored and controlled efficiently by the then existing management style. This finding correlates to the findings by Armstrong (2009) who indicates that one of the most important features of management is that it is a the continuous process which reflects normal good management practices of setting direction, monitoring and controlling performance and taking action accordingly. Performance management should not be imposed on managers as something 'special' they have to do. It should instead be treated as a natural function which all good managers carry out.

4.7.4.(b) Supportive Supervision by Supervisors

Ogunola et al (2013) also advocates that managers can increase the effectiveness and hence performance of the employees they command by working collaboratively with them through paying attention to different points of views, attitudes, behaviors, perspectives, and actual cognitions they propose. The study sought to establish whether employee supervisors provided supportive supervision to individuals while maintaining a harmonious working relationship. The results are summarized and presented in table 4.59 bellow.

Table 4.59

Respondents Opinion on Whether their Supervisors Provide Supportive Supervision to Individuals while Maintaining a Harmonious Working Relationship

Item	Frequency	Percentage (%)
1= Strongly Agree	31	30
2 = Agree	49	48
3 = Neutral	15	15
4 = Disagree	4	4
5 = Strongly Disagree	3	3
Total	**103**	**100**

The results of the study indicate that 30% strongly agreed, 48% agreed, 15% were neutral, 4% disagreed while 3% strongly disagreed. Majority of the respondents (48%) agreed that their supervisors provided supportive supervision to individuals while maintaining a harmonious working relationship. Overall 78% agreed while 7% disagreed that their supervisors provided supportive supervision to individuals while maintaining a harmonious working relationship. The mean of the respondents was 2.0, thus findings agree that employee supervisors provided supportive supervision to individuals while maintaining a harmonious working relationship. This findings can be correlated to studies by Ogunola et al (2013) who advocates that managers can increase the effectiveness and hence performance of the employees they command by working collaboratively with them through paying attention to different points of views, attitudes, behaviors, perspectives, and actual cognitions they propose.

4.7.4.(c) Managers Provide Timely Feedback.

In their recommendations Ogunola et al (2013) notes that the management style of the manager is one in which the manager organizes and defines the group activities to achieve the organization's goals. Thus he/she should effectively define the role that each member is expected to assume, assign task, plan ahead, and establish ways of getting things done and push for increase in production. He/She needs to also periodically review the roles each employee is to perform to

accommodate simpler and effective ways of carrying out tasks in order to maintain a high level of job performance for the organization. The study sought to establish whether organization managers provided timely feedback that was correctional in nature on matters affecting their performance. The results are summarized and presented in table 4.60 bellow.

Table 4.60
Respondents Opinion on Whether KeNHA Managers Provide Timely Feedback that is Correctional in Nature on Matters Affecting Their Performance

Item	Frequency	Percentage (%)
1= Strongly Agree	15	15
2 = Agree	34	33
3 = Neutral	38	37
4 = Disagree	15	15
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 15% strongly agreed, 33% agreed, 37% were neutral while 15% disagreed. Majority of the respondents (33%) agreed that their organization managers provided timely feedback that was correctional in nature on matters affecting their performance. Overall 48% agreed while 15% disagreed that their organization managers provided timely feedback that was correctional in nature on matters affecting their performance. The mean of the respondents was 2.5, thus findings agree that organization managers provided timely feedback that was correctional in nature on matters affecting their performance. This findings correlate to studies by Ogunola et al (2013) who indicate that an effective manager needs to periodically review the roles each employee performs to accommodate simpler and effective ways of carrying out tasks in order to maintain a high level of job performance for the organization. Such a practice indicate that there is controlling aspect in the organization which is a good indicator of management.

4.7.4.(d)   Supervisor Commitment to Work Monitoring and Correction where Need be.

Ogunola et al (2013) also insist that strategic management process must be continually evaluated as a series of activities that can operate with varying degrees of effectiveness. An evaluation of an organization's performance must begin with a critique of the management approach that has been adopted. The study sought to establish whether employee supervisors were committed to monitoring their work and correcting them where need be. The results are summarized and presented in table 4.61 bellow.

Table 4.61

Respondents Opinion on Whether their Supervisors are Committed to Monitoring Their Work and Correcting where Need Be

Item	Frequency	Percentage (%)
1= Strongly Agree	27	26
2 = Agree	54	52
3 = Neutral	15	15
4 = Disagree	4	4
5 = Strongly Disagree	3	3
Total	**103**	**100**

The results of the study indicate that 26% strongly agreed, 52% agreed, 15% were neutral, 4% disagreed while 3% strongly disagreed. Majority of the respondents (52%) agreed that their supervisors were committed to monitoring their work and correcting them where need be. Overall 78% agreed while 7% disagreed that their supervisors were committed to monitoring their work and correcting them where need be. The mean of the respondents was 2.0, thus findings agree that employee supervisors were committed to monitoring their work and correcting them where need be. This finding correlates to the findings by Armstrong (2009) who indicates that one of the most important features of management is that it is a the continuous process which reflects normal good management practices of setting direction, monitoring and controlling performance and taking action accordingly. Performance management should not be imposed on managers as something

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'special' they have to do. It should instead be treated as a natural function which all good managers carry out.

4.8.   Employee Performance in KeNHA

According to Hawthorne studies, employees who are satisfied with their job will have higher job performance and low turnover, than those who are not happy with their jobs (Landy, 1985). The study sought to establish status of employee Performance in KeNHA. To enable elaborate investigation of the research objective five key indicators were identified. This include work quality, customer satisfaction, timeliness, low absenteeism, and employee productivity.

4.8.1.   The Nature of Work Quality in KeNHA

Armstrong and Baron (2005) views employee performance as about encouraging productive discretionary behavior with a goal to achieving human capital advantage. The nature of work quality in an organisation can be assessed from key indicators such the perception of employees about the quality of work in the organization, the value for money control of cost versus output. This research study focuses on the above indicators in its quest to evaluate work quality in KeNHA .

4.8.1.(a)   Work Performed by Employees in KeNHA is of High Quality.

Campbell, McCloy, Oppler, & Sager (1993) consider employee performance to consists of the observable behavior that employees do that are relevant to the goals of the organization and that can be measured in terms of each individual's level of contribution. The study sought to establish whether work performed by employees in the organization was of high quality. The results are summarized and presented in table 4.62 bellow.

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Table 4.62.

Respondents Opinion on Whether the Work Performed by Employees in the Organization is of High Quality

Item	Frequency	Percentage (%)
1= Strongly Agree	23	22
2 = Agree	54	52
3 = Neutral	23	22
4 = Disagree	4	4
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 22% strongly agreed, 52% agreed, 22% were neutral while 4% disagreed. Majority of the respondents (52%) agreed that work performed by employees in the organization was of high quality. Overall 74% agreed while 4% disagreed that the work performed by employees in the organization was of high quality. The mean of the respondents was 2.0, thus findings agree that work performed by employees in the organization was of high quality. The findings of this study are a true reflection of the studies conducted by Kraut and Kormon (2000) who sought to establish factors influencing successful performance of organizations in the agricultural sector in parts of Germany. The study revealed that the basis for successful performance is the expectation that employees will perform above expectations. Chani and Fullenkamp (2002) argue that an organization cannot achieve its objectives if the quality of work is low.

4.8.1.(b)   The Quality of Service Delivery in KeNHA.

Campbell (1990) explains that performance is not the consequence of behavior, but rather the behavior themselves. In other words, performance consists of the behavior that employees actually engage in which can be observed. The study sought to establish whether the service delivery in the organization was very good. The results are summarized and presented in table 4.63 bellow.

Table 4.63
Respondents Opinion on Whether the Service Delivery in KeNHA is Very Good

Item	Frequency	Percentage (%)
1= Strongly Agree	23	22
2 = Agree	58	56
3 = Neutral	23	22
4 = Disagree	0	0
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 22% strongly agreed, 56% agreed while no one disagreed. Majority of the respondents (56%) agreed that the service delivery in the organization was very good. Overall 78% agreed while no one disagreed that the service delivery in the organization was very good. The mean of the respondents was 2.0, thus findings agree that the service delivery in the organization was very good. This findings are supported by studies conducted by Costa (2001) who indicate that the level of organizations' profitability depends on how much their employees are able to achieve their specified targets. Gillespie and Mann (2004) argue that organizations cannot survive in turbulent competitive environment if their employees are not able to achieve their specified targets. Similar sentiments are also shared by Bijlsma and Koopman (2003) who argue that achievement of set targets by employees is the key to organizational performance because it facilitates discretionary effort to assist organizations improve on their performance.

4.8.1.(c) The Cost of Work Performed has some Control Over Costs.

According to Wambugu & Ombui, 2013, managers and supervisors can increase productivity as a result of the employees' commitment that, in turn, can increase the amount of discretionary effort employees give to the job. The study sought to establish whether the cost of work performed had some control over costs. The results are summarized and presented in table 4.64 bellow.

Table 4.64

Respondents Opinion on Whether the Cost of Work Performed has some Control Over Costs

Item	Frequency	Percentage (%)
1= Strongly Agree	4	4
2 = Agree	54	52
3 = Neutral	42	41
4 = Disagree	3	3
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 4% strongly agreed, 52% agreed, 41% were neutral while 3% disagreed. Majority of the respondents (52%) agreed that the cost of work performed had some control over costs. Overall 56% agreed while 3% disagreed that the cost of work performed had some control over costs. The mean of the respondents was 2.4, thus findings agree that the cost of work performed had some control over costs. This findings echo studies by Armstrong (2009) who recommended that the implementation of reward policies and procedures should be monitored and controlled to ensure that value for money is obtained. Control is easier if the grade and pay structure is well defined and clear guidelines exist on how rewards and the benefits arrangements should be managed. Control in which case should be based on forecasts, budgets and costing.

4.8.2.   The Nature of Customer Satisfaction in KeNHA

Campbell, McCloy, Oppler, & Sager (1993) consider employee performance to consists of the observable behavior that employees do that are relevant to the goals of the organization and that can be measured in terms of each individual's level of contribution. The study sought to establish whether there was a high rate of customer satisfaction in the organization. The results are summarized and presented in table 4.65 bellow.

Table 4.65

Respondents Opinion on Whether there is a High Rate of Customer Satisfaction in the Organization

Item	Frequency	Percentage (%)
1= Strongly Agree	4	4
2 = Agree	58	56
3 = Neutral	38	37
4 = Disagree	3	3
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 4% strongly agreed, 56% agreed, 37% were neutral while 3% disagreed. Majority of the respondents (56%) agreed that there was a high rate of customer satisfaction in the organization. Overall 60% agreed while 3% disagreed that there was a high rate of customer satisfaction in the organization. The mean of the respondents was 2.3, thus findings agree that there was a high rate of customer satisfaction in the organization. This findings echo studies by Kerzner who indicates that most organizations view quality more as a process than a product whereby, quality is a continuously improving process where lessons learned are used to enhance future products and services in order to retain existing customers, win back lost customers, win new customers. Thus the main objective in quality is customer satisfaction.

4.8.3.   The Nature of Timeliness in KeNHA

Armstrong and Baron (2005) views employee performance as about encouraging productive discretionary behavior with a goal to achieving human capital advantage. The nature of timeliness in an organisation can be assessed from key indicators such the level of meeting deadlines and accomplishing activities on time and the average times when staff report to work reference to the stipulated reporting time.This research study focuses on the above indicators in its quest to evaluate timeliness in KeNHA.

4.8.3.(a)   Meeting Deadlines.

According to Wambugu & Ombui (2013), Managers who are effective at employee engagement have employees who are more likely to stay, more satisfied, more committed to the organization, and more productive. The study sought to establish whether employees in the organization usually met deadlines while accomplishing their tasks. The results are summarized and presented in table 4.66 bellow.

Table 4.66
Respondents Opinion on Whether the Employees In KeNHA Usually Meet Deadlines While Accomplishing their Tasks

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	46	45
3 = Neutral	27	26
4 = Disagree	23	22
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 45% agreed, 26% were neutral while only 22% disagreed. Majority of the respondents (45%) agreed that employees in the organization usually met deadlines while accomplishing their tasks. Overall 52% agreed while 22% disagreed that employees in the organization usually met deadlines while accomplishing their tasks. The mean of the respondents was 2.6, thus findings agree that employees in the organization usually met deadlines while accomplishing their tasks. The results of this study corroborate studies conducted by Torlak and Koc (2007) who indicate that organizations can achieve their objectives if only they set their priorities right and meet the expected threshold on time. Sharkie (2005) also argue that most organizations would like to retain employees who achieve their targets on time.

4.8.3.(b)   Employees Lateness at Work.

Campbell (1990) explains that performance is not the consequence of behavior, but rather the behavior themselves. In other words, performance consists of the behavior that employees actually engage in which can be observed. The study sought to establish whether employees in the organization generally arrived for work on time. The results are summarized and presented in table 4.67 bellow.

Table 4.67
Respondents Opinion on Whether Most Employees in the Organization Generally arrive to Work On Time

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	59	57
3 = Neutral	23	22
4 = Disagree	10	10
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 57% agreed, 22% were neutral while 10% disagreed. Majority of the respondents (57%) agreed employees in the organization generally arrived for work on time. Overall 69% agreed while 10% disagreed that employees in the organization generally arrived for work on time. The mean of the respondents was 2.83, thus findings agree that employees in the organization generally arrived for work on time. The results of this study closely relate to studies conducted by Torlak and Koc (2007) who indicate that organizations can achieve their objectives if only they set their priorities right and meet the expected threshold on time.

4.8.4. The Nature of Absenteeism in KeNHA

Campbell, McCloy, Oppler, & Sager (1993) consider employee performance to consists of the observable behavior that employees do that are relevant to the goals of the organization and that can be measured in terms of each individual's level of contribution. The level of absenteeism in an organization can be assessed from key indicators such the actual absenteeism cases counts, the psyche level in employees, the propensity of employees to search for alternative employment. This research study focuses on the above indicators in its quest to evaluate absenteeism in KeNHA.

4.8.4.(a) The rate of absenteeism in the organization is low.

Campbell (1990) explains that performance is not the consequence of behavior, but rather the behavior themselves. In other words, performance consists of the behavior that employees actually engage in which can be observed. The study sought to establish whether the rate of absenteeism in the organization was low. The results are summarized and presented in table 4.68 bellow.

Table 4.68
Respondents Opinion on Whether the Rate of Absenteeism in KeNHA is Low

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	72	70
3 = Neutral	15	15
4 = Disagree	4	4
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 70% agreed, 15% were neutral while 4% disagreed. Majority of the respondents (70%) agreed that the rate of absenteeism in the organization was low. Overall 81% agreed while 4% disagreed that the rate of absenteeism in the organization was low. The mean of the respondents was 2.1, thus findings agree that the rate of

absenteeism in the organization was low. The results of this study corroborate studies conducted by Green and Heywood (2008) who sought to establish factors leading to organizations' failure to achieve their corporate objectives. The study revealed that high rate of employee absenteeism was a major contributing factor. Locke and Lathem (2005) indicate that organizations should develop appropriate policies to curb high rates of employee absenteeism since this will be a major obstacle towards success. Green and Heywood (2008) also indicate that organizations with low rate of absenteeism by their employees usually achieve their objective.

4.8.4.(b) Employee Satisfaction at Their Current Job.

According to Hawthorne studies, employees who are satisfied with their job will have higher job performance and low turnover, than those who are not happy with their jobs (Landy, 1985). The study sought to assess the percentage of employees who were searching for alternative employers and were planning to leave the organization in the near future. The results are summarized and presented in table 4.69 bellow.

Table 4.69
Respondents Opinion on Whether they had Sentiments to Look For Another Job Soon

Item	Frequency	Percentage (%)
1= Strongly Agree	4	4
2 = Agree	15	15
3 = Neutral	31	30
4 = Disagree	30	29
5 = Strongly Disagree	23	22
Total	**103**	**100**

The results of the study indicate that 4% strongly agreed, 15% agreed, 30% were neutral, 29% disagreed while 22% strongly disagreed. Overall 19% agreed while 51% disagreed that they were searching for alternative employers and were planning to leave the organization in the near future.

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The findings thus disagree that most employees were searching for alternative employers and were planning to leave the organization in the near future. This findings closely relate to studies by Ogunola et al (2013) who indicate that the management styles employed by a manager can either motivate or discourage employees, which in turn can cause employees' to increase or decrease in their level of performance. Poor pay or working conditions could also lead to employee demotivation. The outcome of demotivation is staff turnover strikes, rebellion among other negative actions.

4.8.4.(c) Employee Tendency to Resign.

According to Wambugu & Ombui (2013) managers and supervisors can increase productivity as a result of the employees' commitment that, in turn, can increase the amount of discretionary effort employees give to the job. The study sought to assess the much it would take employees to resign. The results are summarized and presented in table 4.70 bellow.

Table 4.70
Respondents Opinion on Whether they Felt that it Will not Take them Too Much to Resign

Item	Frequency	Percentage (%)
1= Strongly Agree	7	7
2 = Agree	8	8
3 = Neutral	38	37
4 = Disagree	23	22
5 = Strongly Disagree	27	26
Total	**103**	**100**

The results of the study indicate that 7% strongly agreed, 8% agreed, 37% were neutral, 22% disagreed while 26% strongly disagreed. Majority of the respondents (26%) strongly disagreed that it would not take them much to resign. Overall 15% agreed while 48% disagreed that it would not take them much to resign. The findings thus disagree that it would not take much for most of

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the employees to resign. Ogunola et al (2013) who indicate that the management styles employed by a manager can either motivate or discourage employees, which in turn can cause employees' to increase or decrease in their level of performance. Poor pay or working conditions could also lead to employee demotivation. The outcome of demotivation is staff turnover, strikes, rebellion among other negative actions. Studies by Armstrong (2009) indicated that work- life balance i.e. employees achieving a satisfactory equilibrium between work and non-work activities (e.g. parental responsibilities and wider caring duties, as well as other activities and interests) also played a major role in reducing staff turnover rates.

4.8.5.   Employee Productivity in KeNHA

According to Bohlander, Snell, & Sherman (2001), measuring performance is of great importance to both private and public sector organizations because it communicates the importance of established organizational goals. "What gets measured and rewarded gets attention." The productivity of an organization can be assessed from key indicators such as the perception of employees on the productivity levels, the degree of creativity and innovativeness and the level of achievability of performance targets.This research study focuses on the above indicators in its quest to evaluate productivity in KeNHA.

4.8.5.(a)   Levels of Employee Productivity in KeNHA.

According to Hawthorne studies, employees who are satisfied with their job will have higher job performance and low turnover, than those who are not happy with their jobs (Landy, 1985). The study sought to establish whether employee productivity in the organization was high. The results are summarized and presented in table 4.71 bellow.

Table 4.71
Respondents Opinion on Whether they Felt Employee Productivity in KeNHA is High

Item	Frequency	Percentage (%)
1= Strongly Agree	23	22
2 = Agree	58	56
3 = Neutral	19	18
4 = Disagree	0	0
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 22% strongly agreed, 56% agreed, 18% were neutral while 4% strongly disagreed. Majority of the respondents (56%) agreed that employee productivity in the organization was high. Overall 78% agreed while 4% disagreed that employee productivity in the organization was high. The mean of the respondents was 2.0, thus findings agree that employee productivity in the organization was high. This finding is closely related to findings by Kerzner (2003) who insists labor efficiency comes as a result of personnel management policies in the area of workforce stability and worker compensation. As workers mature and become more efficient, it becomes increasingly important to maintain this pool of skilled labor. Loss of a contract or interruption between contracts could force employees to seek employment elsewhere leading to loss of a pool of highly skilled professionals with a high productivity and efficiency rating. An organization with high employee turnover is likely to have low productivity rates due to the low labor efficiency as a result of the new staff trying to gain expertise and mastery of their duties.

4.8.5.(b)   Staff Creativity and innovation.

Armstrong and Baron (2005) indicate that people are the most important source of competitive advantage, and recognize that, as opposed to other forms of competitive advantage resulting from improving factors such as design or process, the people factor is very difficult to reproduce or replicate, making it so valuable to organizations. The study sought to establish whether employees

in the organization were creative and innovative. The results are summarized and presented in table 4.72 bellow.

Table 4.72
Respondents Opinion on Whether they Felt that Employees in the Organization are Creative and Innovative

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	61	59
3 = Neutral	20	19
4 = Disagree	7	7
5 = Strongly Disagree	4	4
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 59% agreed, 19% were neutral, 7% disagreed while 4% strongly disagreed. Majority of the respondents (59%) agreed that employees in the organization were creative and innovative. Overall 70% agreed while 11% disagreed that employees in the organization were creative and innovative. The mean of the respondents was 2.3, thus findings agree that employees in the organization were creative and innovative. The results of this study are a true reflection of the studies conducted by Kruse, Freeman & Blasi (2010) who sought to investigate factors influencing employee productivity in an organization. The study revealed that creativity among other factors played a major role in employee productivity .Curme and Stefanec (2007) argue that employees who are creative and innovative are able to steer their respective organizations to greater heights of prosperity.

4.8.5.(c)   Employee Performance Targets.

Armstrong and Baron (2005) views employee performance as about encouraging productive discretionary behavior with a goal to achieving human capital advantage. The study sought to

establish whether employees in the organization always exceeded their performance targets. The results are summarized and presented in table 4.73 bellow.

Table 4.73
Respondents Opinion on Whether Most Employees in the Organization Always Exceed their Performance Targets

Item	Frequency	Percentage (%)
1= Strongly Agree	11	11
2 = Agree	38	37
3 = Neutral	34	33
4 = Disagree	20	19
5 = Strongly Disagree	0	0
Total	**103**	**100**

The results of the study indicate that 11% strongly agreed, 37% agreed, 33% were neutral while 19% disagreed. Majority of the respondents (37%) agreed that employees in the organization always exceeded their performance targets. Overall 48% agreed while 19% disagreed that employees in the organization always exceeded their performance targets. The mean of the respondents was 2.6, thus findings agree that employees in the organization always exceeded their performance targets. This findings are supported by studies conducted by Costa (2001) who indicate that the level of organizations' profitability depends on how much their employees are able to achieve their specified targets. Gillespie and Mann (2004) argue that organizations cannot survive in turbulent competitive environment if their employees are not able to achieve their specified targets. Similar sentiments are also shared by Bijlsma and Koopman (2003) who argue that achievement of set targets by employees is the key to organizational performance because it facilitates discretionary effort to assist organizations improve on their performance.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a brief report on the summary of the findings, answers to research questions, conclusion, recommendations and suggestions for further studies.

5.2. Summary of Findings

5.2.1. The Extent to which Recruitment and Selection Influence Employee Performance in KeNHA

The study established that a majority of the respondents agreed that job description and specification, advertisement as well as selection and appointment exercises were fairly done by the organization. Considering recruitment planning, the study established that although there exists evidence of recruitment planning in KeNHA, there were areas of improvement. In as much as majority 49% attested to the fact that the organization assessed needs for employee recruitment frequently (at least quarterly). 44% disagreed that the organization recruited immediately positions were declared vacant.

According to Cannon & McGee (2011), taking too long to fill vacant positions may result a backlog of work that may negatively affect the performance of the organization. At least 41% agreed that KeNHA frequently conducts succession planning programmes. According to Armstrong (2009) management succession planning ensures that, as far as possible, the organization has the managers it requires to meet future business needs hence help to protect the organization from collapse in case a key staff resigns.

With regard to job description and specifications, a majority 93% attested to the fact that the organization filled vacant positions from internal and external sources. 85% agreed that the organization clearly defined job description and candidate specifications during recruitment process. Whereas 41% agreed that employees and user departments were involved in making decisions regarding recruitment of staff. On advertisement, 78% agreed that vacant positions were elaborately advertised to all potential employees. At least 51% were of the opinion that the organization was committed to ensuring there was no unfair discrimination in all job adverts. With regard to selection and appointment process, a majority 78% accepted that the organization uses

effective selection instruments (interviews, testing etc.) when hiring staff. 74% attested to the fact that only qualified candidates with relevant skills are considered during the selection process. 63% accepted that interviews in the organization are well planned, objective, well-structured and without bias. 41% were of the opinion that the organization does not encourage influence of external factors during the selection process. Whereas 41% agreed that there was transparency in the short listing of job candidates

5.2.2. The Extent to which Training & Development Influence Employee Performance in KeNHA

The study found out that a majority of the respondents were of the general opinion that induction, on-job training, career progression and succession training programmes were being well implemented by the organization. With regard to induction, a majority 96% concurred that they had been well briefed and were familiar with their roles and performance standards in the organization, 81% consented that they were proud of the organisation and contented remaining employed in KeNHA, 77% agreed that were well informed of the organisations culture, rules, policies and leadership structure.

As for On – Job Training, a majority 89% assented that since joining the organization they had continued to acquire more skills, experience and knowledge relevant to their work and training. At least 77% gave the nod that they had eliminated their knowledge gaps and kept abreast of new knowledge in their line of specialization. On Career Progression Courses, a majority 86% confirmed that they felt they were well equipped to cope with continued changes in the world of work. 82% consented that career progression courses had enabled them to make better and appropriate career and educational plans and decisions. While at least 74% concurred that career progression courses had enabled them to improve their communication with their fellow workmates.

Considering Succession training, a majority 74% confirmed that they had confidence to act in the position of their immediate boss without any difficulty. Another 59% confirmed that because of KeNHA's useful and exciting training programmes, they were motivated and enthusiastic to work for KeNHA. As for Job Rotation, whereas a majority 54% attested that they were not suffering

from job monotony and boredom, at least 37% disagreed while 26% agreed that job rotations caused them interruptions, waste of time and low productivity in their work output.

5.2.3. The Extent to which Reward Management Influence Employee Performance in KeNHA

The research established that in as much as majority of the respondents were contented with the current recognition and appreciation rewards as offered by KeNHA, there was need for improvement for the other indicators of reward management ie compensation, promotion and benefits. With regard to recognition and appreciation, 48% consented that they were always appreciated for good performance in their work. 48% agreed that were psyched up to excel in their performance because the organization recognized and rewarded top performers. 48% concurred that they were ready to increase their work efforts in order to gain more tangible rewards (certificates, trips, merchandise, and trophies) offered by the organization. At least 44% confirmed that they felt achieved in their career because the organisations reward system had enabled them handle challenging projects and tasks which had contributed to building their work experience and career ambitions.

As for compensation, 30% disagreed that KeNHA was among the best paying organisations in the public sector. 33% disagreed that they were satisfied and felt they were being paid a fair amount for the work they do for the organisation. A majority 41% disagreed that their salary was commensurate to their skills and level of experience. In view of promotion, a majority 48% disagreed that KeNHA promotes staff who excel more before maturity of usual promotion period, 45% acknowledged that their promotion were dependent on the quality of service they delivered to the organisation. 41% disagreed that they looked forward to working for KeNHA longer because the longer you stay the higher your basic pay.

At least 34% disagreed that the staff promotion scheme would make them work long for the organisation. Whereas for benefits a majority 52% admitted that they were motivated to work for KeNHA because of the additional benefits (pension, medical scheme, house allowance, loan security, commuter allowance) the organisation gives to its employees. At least 37% consented that the current employee benefit package was fair and equitable. However 45% disagreed that if

they worked hard and excelled in their assignments they would be given first priority when training opportunities arise as well as scholarships for further studies.

5.2.4. The Extent to in which Management Influence Employee Performance in KeNHA

The research found out that a majority of the respondents were generally satisfied with the planning, organizing, directing and controlling functions of management in KeNHA. With regard to planning, a majority 78% agreed that their managers gave them a clear picture of what to do, when and how to do their assigned work. At least 55% agreed that the management in KeNHA enabled efficient goal setting at all levels of the organization which in turn promoted achievement of the organizations core functions. Considering organizing, a majority 99% attested that their supervisors delegated work to team members. 56% concurred that communication was prompt in KeNHA. While 55% consented that the management style in KeNHA promoted a lot of interaction amongst staff, teams and management leading to better achievement of the organization's functions.

As for directing, a majority 63% attested that at times of problems, disputes and difficulty, KeNHA's management style had proved effective in problem solving and disturbance handling. 48% confirmed that they were contented and motivated by the leadership style in KeNHA. Whereas 42% accepted that decision making in KeNHA was prompt and efficient. Considering planning, a majority 78% attested that their supervisors were committed to monitoring their work and correcting where need be. Another 78% confirmed that their supervisors provided supportive supervision to individuals while maintaining harmonious working relationships with them. At least 63% concurred that all the core functions and associated processes in KeNHA were well monitored and controlled efficiently by the current management style. Whereas 48% admitted that the organisation managers provided timely feedback that was correctional in nature on matters affecting their performance.

5.2.5. The Nature of Employee Performance in KeNHA

The research found out that a majority of the respondents were generally of the opinion that the performance levels for KeNHA were average. Performance indicators investigated included work quality, customer satisfaction, timeliness, absenteeism and employee productivity

With regard to work quality, a majority 78% concurred that the service delivery in KeNHA was very good. 74% confirmed that work performed by employees in the organization was of high quality, whereas 56% agreed that the work performed had some control over costs. As for customer satisfaction at least 60% were of the opinion that there was a high rate of customer satisfaction in the organization.

Considering timeliness in execution of core assignments at least 52% agreed that employees in the organization usually met deadlines while accomplishing their tasks. 69% accepted the fact that most of the employees in the organization generally arrived to work on time. With regard to absenteeism 81% attested that the rate of absenteeism was low, 51% disagreed that they would be probably be looking for another job soon. While 48% disagreed that it would not take them too much to resign. As for employee productivity, a majority 78% agreed that employee productivity in the organization was high. 70% concurred that the employees in the organization were creative while 48% attested that most employees in the organization always exceeded their performance targets

5.3. Conclusion

The purpose of the study was to assess the factors influencing employee performance in the Kenyan public sector. From the study, the lowliest rating employee performance aspects include meeting performance targets and meeting deadlines. The cost work performed (value for money) as well as rate of customer satisfaction were also found to be just slightly above average.

In an attempt to establish the factors affecting employee performance the researcher focused on the following independent variables; recruitment and selection process, training and development, reward management and management.

5.3.1. Recruitment and selection

From the findings on recruitment and selection it can be concluded that inasmuch as KeNHA's recruitment planning has good practices such as frequent employee recruitment need assessment and succession planning training, it takes too long to fill vacant positions. Considering job description and specification it can be concluded that even though KeNHA recruits both from

internal and external sources and gives clear job description and specification, the involvement of employees and user departments in making decisions regarding staff recruitment is slightly below average.

As for recruitment advertisements it can be concluded that KeNHA advertises jobs elaborately to all potential employees and is committed to ensuring that there is no unfair discrimination. With regard to selection and appointment it is concluded that KeNHA uses effective selection instruments (interviews, testing etc.), considers only candidates with relevant skills and has well planned, objective and well-structured interviews. However the extent of transparency in shortlisting as well as the resistance to influence by external factors is slightly below average.

5.3.2. Training and development

Considering training and development it can be concluded that induction is well executed in KeNHA. Majority of the staff are proud of KeNHA and contented at remaining in KeNHA, conversant with their roles and performance standards as well as well informed of KeNHA's culture, rules, policies and leadership structure. On job training and career progression are also well practiced by the organization. Most staff do give credit to On job training and career progression training for their enhanced skills experience and knowledge, elimination of knowledge gaps, remaining updated of new knowledge in their line of specialization, enhanced career and educational plans and decisions, improved communication with fellow workmates as well ability to cope with changes in the world of work. On the other hand inasmuch most staff agree that job rotation to have enhanced their skills, exposure and cut on boredom, a large number of employees still felt that job rotation has interrupted them leading to loss of time and low productivity.

Succession training in KeNHA has enhanced the staff ability to act in the position of the immediate boss without difficulty. This finding also suggests that in case a key staff resigning the organization will not collapse. The exiting training programmes in KeNHA can also be linked to increased motivation in most staff in addition to giving employees a clear career path that allows them to grow.

5.3.3. Reward Management

With regard to reward management it can be concluded that most staff are not convinced that the compensation they are being given is adequate. Most staff are not satisfied that their salaries are commensurate to their skills, work they do and level of experience. Most staff still reject the fact that the KeNHA is among the best paying in the public sector. However, most staff are happy and satisfied with KeNHA's recognition and appreciation and acknowledge the fact that they are ready and willing to increase their work efforts in order to gain more tangible rewards (certificates trips, merchandise, trophies etc). Most staff acknowledge that they are always appreciated for good performance and they are psyched to excel in their performance in addition to feeling achieved because of KeNHA's reward system that has enabled them to handle challenging projects and tasks which have contributed to build their work and career ambitions.

Considering promotion, inasmuch as most staff believe their promotion depends on the quality of service they offer, a majority are not looking forward to work longer for the organization to get promoted neither increase in their basic pay. Majority of the staff disagree the fact that KeNHA promotes staff who excel before the maturity of the usual promotion period. As for benefits, most staff feel that the benefit package is fair and equitable and they are motivated to work for KeNHA because of the fringe benefits (pension, medical scheme, house allowance commuter allowance etc. However most staff do not accept that if they work hard and excel thy will be given first priority when training and scholarship opportunities arise.

5.3.4. Management

Considering management it can be concluded that most staff are impressed with the planning and organizing functions of management in KeNHA. Majority of the staff acknowledge that their managers always give them a clear picture of what to do, when and how to do their work. Majority of the staff also agree that the management style in KeNHA has enabled efficiency in goal setting which in turn has promoted achievability of core functions. Most staff also acknowledge that communication is prompt and efficient in KeNHA, there is effective delegation of work to team members as well as the management allows for more interactions amongst staff. As for directing and controlling, majority of the staff acknowledge that they are contented and motivated by the leadership style in KeNHA. Most staff also acknowledge that the management style in KeNHA

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has made decision making and problem solving prompt and effective. Majority of the staff also acknowledge that the existing management promote effective monitoring and control, supportive supervision and timely feedback

It is therefore generally concluded that some of the highest ranking factors affecting employee performance in KeNHA include taking too long to fill vacant positions, failure to extensively involve employees and user departments when making recruitments, low transparency in shortlisting during recruitment, low resistance to influence by external factors during recruitment, interruptions and low productivity periods arising from the negative impacts of job rotation. Most staff are also not satisfied with their current salaries and feel they should be paid more. Most staff also would like the organization to introduce more performance incentives and such as promoting excellent staff before their normal promotion period, rewarding excellent staff with first priority when training opportunities and scholarships arise. This study can also be generally be concluded to reflect the factors affecting performance in several other public sector organizations. This study therefore generally contributes to the existing knowledge on factors affecting employee performance in public sector institutions.

The current study is not without limitations. It is important to note that the survey instrument utilized in the current study was administered only to participants at the headquarter offices. Since the staff in the KeNHA regional offices were not interviewed there could be other factors affecting their performance that the headquarter staff do not experience. In addition other intervening variables such as corruption, organization vision etc are likely limitations that would affect the research study.

5.4.   Recommendations

4.6.2.1.Recruitment and Selection
The public sector needs to undertake the following measures to enhance its employee performance with regard to regard to recruitment and selection.
1. The management team in charge of recruitment planning should set up measures that will fastrack the recruitment process once a position is declared vacant. This would reduce backlog of work, overworking of the remaining lean staff as well as which may leave a

negative impact on the morale of the affected staff who feel they were used and without pay.

2. The management team in charge of recruitment to extensively involve affected employees and user departments when conducting the recruitment and selection process. This would best help to recruit the best candidate who meets what the user departments need.

3. Public sector employers should exercise high level transparency when shortlisting and avoid any chance of influence by external factors such as corrupt politicians, donors, NGO's.

4.6.2.2. Training and Development

The public sector needs to undertake the following measures to enhance its employee performance with regard to training and development.

1. Before carrying out job rotation the management team should prepare the affected staff psychologically as well as technically by for example counselling them and giving them the basic training of the environment and nature of work in the new station. This would reduce on the negative impacts of job rotation such as loss of time, low productivity time, costs arising from errors (low value for money) among others.

4.6.2.3. Reward Management

The public sector needs to undertake the following measures to enhance its employee performance with regard to reward management.

1. Public sector top management should enhance their campaign towards convincing their staff that the compensation they are being given is the best offer. This could be through staff meetings, media, seminars, training camps etc. They should furnish them with the best benchmarking examples which will convince them and thus help remove the mindset that their salaries are small and inadequate. This measure could restore the high performance spirit in addition to reducing corruption among other malpractices within the public sector.

2. It may be time that Public sector should consider introduction of performance related pay system. The main purpose for this would be to invoke a spirit of high performance within the public sector employees.

3. Public sector should also introduce incentives to employee performance such as promoting staff who excel before maturity of the usual promotion period, giving first priority to top performers when it comes to scholarships and training opportunities.

4.6.2.4.Management

The public sector needs to undertake the following measures to enhance its employee performance with regard to management.

1. Public sector should establish the bottle necks in decision making and eliminate them to facilitate a more rapid decision making process.

5.5.   Suggestions for Further Studies

The study aimed to establish the factors influencing employee performance in the public sector. However, the study assessed KeNHA (a government roads and bridges services provider) which cannot be deemed as the overall representative of the public sector considering other sectors such as, water sector, health sector public education sector, security sector, tax collection sector etc. Further, the research constraints encountered during the field work necessitates further studies within the public sector focusing on employee performance. The researcher would wish more studies to done on the following;

1. Factors affecting employee performance in the public health sector. Such research would help compare results on the global factors affecting employee performance in the public sector.
2. An assessment of the factors influencing corruption in the public sector.

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APPENDICES

Appendix 1: Letter of Introduction

<u>LETTER OF INTRODUCTION</u>

University of Nairobi

Kakamega Extra Mural Centre

P.O Box 422, 50100

<u>KAKAMEGA</u>

<u>TO WHOM IT MAY CONCERN</u>

Dear sir/madam,

Hannington Kidagisa a student of the University of Nairobi taking a master of Arts degree in Project Planning and Management. I am required to carry out a research to enable me write my project.

I therefore appeal to you to allow me to collect data in your organisation. This data will be used for academic purposes only and will be treated strictly confidential.

Thanking you for your cooperation.

Yours Faithfully,

Hannington Kidagisa

Appendix 2: Questionnaire

QUESTIONNAIRE

Factors influencing Employee Performance in the Kenyan Public Sector

Thank you for your interest in participating in this survey.

The purpose of this study is to assess the factors influencing Employee Performance in the Kenyan Public Sector. This questionnaire is part of a Master of Arts in Project Planning and Management at the University of Nairobi, and is completely anonymous. Your answers will be treated with confidentiality. Please indicate the correct option as honestly and as strictly as possible by putting a tick (√) on one of the options. For the question that require opinion, please complete the blanks.

Questionnaire

Please tick appropriately

SECTION A: Personal Details
What is your gender : Male (   )   Female (   )
What is your age category : 30yr & below (   )   31-40 yrs (   )   41-50yrs (   ) 51-60 yrs (   )   61 yrs & Above (   )
Cadre: Top Management ( )   Senior Management ( )   Middle Management ( )   Lower cadre (   )
Please state how long you have worked in Public Service?   Less than 5 years ( )   6-10 years ( )   11-15 years ( )   16-20 years ( )   21 years & above ( )
Highest professional qualification?   Certificate ( )   Diploma ( )   Bachelors ( ) Masters ( )   PhD ( )
Please indicate your department …………………………………………..
Please indicate the work you do. (ie profession eg engineer, accountant, procurement etc)   …………………………………………..

SECTION B: The extent to which Recruitment and Selection Process Influence employee Performance

Basing on your recruitment and selection experiences in KeNHA, please rank the following factors by ticking one of the following options;

1. Strongly agree   2. Agree   3.Neutral 4. Disagree   5.Strongly disagree

	1	2	3	4	5
1. The organisation assesses need for employee recruitment frequently(at least quarterly)					
2. The organization recruits immediately positions are declared vacant					
3. The organisation frequently conducts succession planning programmes to protect the organisation from collapse in case key staff resigns.					
4. The organisation clearly defines job description and candidate specifications during recruitment process					
5. Employees and user departments are involved in making decisions regarding recruitment of staff					
6. The organization fills vacant positions from internal and external sources					
7. Vacant positions are elaborately advertised to all potential employees					
8. The organisation is committed to ensuring there is no unfair discrimination in all job adverts.					
9. There is transparency in the short listing of job candidates					
10. Only candidates with the relevant skills are considered during the selection process					
11. Interviews in the organisation are well planned, objective, well-structured and without bias					
12. It is true that the organisation uses effective selection instruments (interviews, testing etc.) when hiring staff					
13. The organization does not encourage the influence of external factors during the selection process					

SECTION C: The extent to which Training and Development Influence Employee Performance

Basing on your on your training and development experiences in KeNHA, please rank the following factors by ticking one of the following options

1. Strongly agree   2. Agree   3.Neutral 4. Disagree   5.Strongly disagree

	1	2	3	4	5
1. I am proud of KeNHA and contented remaining employed in KeNHA					
2. I am familiar with my roles and performance standards in KeNHA					
3. I am well informed of KeNHAs culture, rules, policies and leadership structure					
4. Since joining the organization I have continued to acquire more skills, experience and knowledge relevant to my work.					
5. I have eliminated knowledge gaps and kept abreast of new knowledge in my line of specialisation.					
6. Career progression courses have enabled me to make better and appropriate career and educational plans and decisions.					
7. Career progression courses have enabled me to communicate with my workmates better					
8. I am equipped to cope with continued changes in the world of work					
9. I have gained a wide range of exposure in different sections within my career					
10. Job rotations have caused me interruptions, waste of time and low productivity in my work output.					
11. Because of Job rotation I am not suffering from job monotony and boredom					
12. Succession training in the organisation has greatly reduced the likelihood of the organisation collapsing as a result of resignations by key members of staff					
13. I have confidence to act in the position of my immediate boss without any difficulty					
14. Succession training has made me discover my potential and ability for higher responsibility					
15. The organisation has a clear career path that allows employees to grow					
16. Because of the organisations useful and exciting training programmes, I am motivated and enthusiastic to work for KeNHA					

SECTION D: The extent to which Reward Management influence Employee Performance

Basing on your reward experiences in KeNHA, please rank the following factors by ticking one of the following options

1. Strongly agree   2. Agree   3.Neutral 4. Disagree   5.Strongly disagree

	1	2	3	4	5
1. My salary is commensurate to my skills and level of experience					
2. I am satisfied and feel I am being paid a fair amount for the work I do					
3. Our organization is among the best paying in the public sector					
4. I feel achieved in my career because KeNHA's reward system has enabled me handle challenging projects and tasks which have contributed to building my work experience and career ambitions.					
5. I am always appreciated for good performance in my work					
6. I am psyched to excel in my performance because KeNHA recognizes and rewards top performers					
7. I am ready to increase my work efforts in order to gain more tangible rewards (certificates, trips, merchandise, trophies)					
8. I look forward to working for KeNHA longer because the longer you stay higher your basic pay					
9. My promotion depends on the quality of service I deliver.					
10. KeNHA promotes staff who excel more before maturity of usual promotion period					
11. The staff promotion scheme will make me work long for the institution					
12. The current employee benefit package is fair and equitable					
13. I am motivated to work for KeNHA's because of the additional benefits (pension, medical scheme, house allowance, loan security, commuter allowance) it gives to its employees					
14. If I work hard and excel in my assignments I am given first priority when training opportunities arise as well as scholarships for further studies.					

SECTION E: The extent to which Management influence employee Performance

Basing on your experiences in KeNHA, please rank the following factors by ticking one of the following options

1. Strongly agree   2. Agree   3.Neutral 4. Disagree   5.Strongly disagree

	1	2	3	4	5
1. Our managers always give us a clear picture of what to do, when and how to do our work					
2. The management approach in KeNHA enables efficiency in goal setting at all levels of the organization which in turn promotes our achievability of our core functions					
3. My supervisor delegates work to team members					
4. Communication in KeNHA is prompt and efficient.					
5. The management approach in KeNHA promotes a lot of interaction amongst staff, teams and management leading to better achievement of the organization's functions.					
6. I am contented and motivated by the leadership style in KeNHA					
7. Decision making in KeNHA is prompt and efficient.					
8. At times of problems, disputes and difficulty, KeNHA's management approaches has proved effective in problem solving and disturbance handling.					
9. All the core functions and associated processes in KeNHA are well monitored and controlled efficiently by the current management approaches					
10. My supervisor provide supportive supervision to individuals while maintaining a harmonious working relationship					
11. Our organization managers provide timely feedback that is correctional in nature on matters affecting my performance					
12. My supervisor is committed to monitoring my work and correcting where need be					

SECTION F: Employee Performance in KeNHA

Basing on your experiences in KeNHA, please rank the following factors by ticking one of the following options

2. Strongly agree   2. Agree   3.Neutral 4. Disagree   5.Strongly disagree

	1	2	3	4	5
1. Work performed by employees in the organization is of high quality					
2. The service delivery in KeNHA is very good					
3. The cost of work performed has some control over costs					
4. There is a high rate of customer satisfaction in the organization					
5. Employees in the organization usually meet deadlines while accomplishing their tasks					
6. Most employees in the organization generally arrive for work on time					
7. The rate of absenteeism in the organization is low					
8. I will be probably be looking for another job soon					
9. It will not take me too much to resign					
10. Employee productivity in the organization is high					
11. Employees in the organization are creative and innovative					
12. Most employees in the organization always exceed their performance targets					

Thank you for your participation in this research. The survey results will be available upon request.

Yours Sincerely,

Hannington Kidagisa.

Appendix 3: Extracts from Krejcie and Morgan on sample size

Determining sample size for research activities

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	140	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note: "N" is population size
"S" is Sample size
Source: Krejcie & Morgan (1970)