

**INTERNAL ENVIRONMENTAL FACTORS AFFECTING ORGANIZATIONAL
PRODUCTIVITY IN THE KENYA POWER AND LIGHTING COMPANY LIMITED,
STIMA PLAZA (HEADQUARTERS), NAIROBI CITY COUNTY, KENYA**

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L41/5840/2017

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE POSTGRADUATE DIPLOMA IN
HUMAN RESOURCE MANAGEMENT, SCHOOL OF DISTANCE EDUCATION AND
OPEN LEARNING, UNIVERSITY OF NAIROBI**

2019

DECLARATION

This is to declare that, this research project research is my original work and has not been presented to any other university for the award of any postgraduate diploma or any other purpose.

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Approval

This is to confirm that this research project has been carried out by the candidate under my supervision as the appointed University Supervisor.

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ACKNOWLEDGEMENT

I thank God for giving me energy and life, without whom I could do nothing.

I also appreciate the Kenya Power and Lighting Company Limited for their support during the collection of the data

I thank Mr. Francis Ndege who took me through the research project. His support made completion of this course a reality to me.

Finally, I thank my family members, friends and colleagues at work for support and understanding as I undertook my course.

DEDICATION

This project is dedicated to my father who encouraged me to see the importance of education and to my beloved husband for his steady support and children who are yet to begin the academic journey.

LIST OF ABBREVIATIONS

East African Power and Lighting Company (EAP and L).

Kenya Power Company (KPC)

Tanganyika Electricity Supply Company Limited (TANESCO)

Kenya Power and Lighting Company (KPLC)

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ABSTRACT

In the current world today it is very important for organizations to observe their internal and external environment for the attainment of specific goals. Organization is the structured entity established to attain specific objectives by blending of different types of resources (Ahmad, 2010). Organizations function in a working environment system where the environmental factors can be internal or external. Many organizations have collapsed due to the effects of environmental factors and the managers must be responsive of these environmental factors, their relationship and their importance. The organization needs to consider its internal environment in order for it to succeed before taking any decisions. However Internal environment refers to the elements within the work environment, such as leadership styles, job designs, organizational culture, reward systems, motivation programs, organization by laws, organizational structure, staffing policies and training programs. When the organization provides its employees with better work and most conducive working environment they can perform extremely well, and it can take advantage of enhanced productivity in the form of cost reduction, which will contribute towards increased profits. Internal environment takes into account all elements that are originate from the organization, which are influenced and controlled by the organization (Porter, 1985). There is a mutual relationship between employee attitudes and organizations performance therefore, managers should pay close attention to the employee's positive attitudes to enhanced profitability and productivity (Patterson et'al, 1997). The main objective of the research is to establish the extent of equitable application trends of reward systems or motivation, training programs, job design and structure in conformance with personnel management policies affect organizational productivity in the context of internal equity in the Kenya Power and Lighting Company Limited. It will also examine the effectiveness of utilization of reward systems or motivation, training programs, job design and structure that affect organizational productivity in the context of internal equity in the Kenya Power and Lighting Company Limited. The study will explore the standards of controlling process of electric energy supply to the competitive market and serviceability responses to customers' requirements or needs respective to time, cost, quality, behavioral and productivity standards set by the Kenya Power and Lighting Company in conjunction with Energy and Petroleum Regulatory Authority.

CHAPTER ONE

1.0 Introduction

The chapter contains the context of the study where the author lists the history of internal environment factors in an organization, its trends and its impact on it. It also contains methods used in the internal environment of the organizations and the statement of the study, which states that they are negative or positive. The chapter also includes the purpose of the study, which is intended for use in the study and organizational issues that influence the organization and the environment. The chapter also shows if there is a positive relationship between the internal environment and the organization. The other contents will be the hypotheses, the limits of the study and finally the definition of the central.

1.1 Background of the Study

In the current world today it is very important for organizations to observe their internal and external environment for the attainment of specific goals. Organization is the structured entity established to attain specific objectives by blending of different types of resources (Ahmad, 2010). Organizations function in a working environment system where the environmental factors can be internal or external. Many organizations have collapsed due to the effects of environmental factors and the managers must be responsive of these environmental factors, their relationship and their importance. The organization needs to consider its internal environment in order for it to succeed before taking any decisions.

However Internal environment refers to the elements within the work environment, such as leadership styles, job designs, organizational culture, reward systems, motivation programs, organization by laws, organizational structure, staffing policies and training programs. When the organization provides its employees with better work and most conducive working environment they can perform extremely well, and it can take advantage of enhanced productivity in the form of cost reduction, which will contribute towards increased profits. Internal environment takes into account all elements that are originate from the organization, which are influenced and controlled by the organization (Porter, 1985). There is a mutual relationship between employee attitudes and organizations performance therefore, managers should pay close attention to the employee's positive attitudes to enhanced profitability and productivity (Patterson et'al, 1997).

On the other hand, external environment also influences the success of an organization, its organizational structure and the internal processes. Managers need to be aware and understand the

external operating environment of their organizations when setting their organizations strategies. External environment is subdivided into the operating environment, the industry environment and the remote environment. According to Pearce and Robinson (2007) operating environment are factors in the competitive state that affect a firm's success in acquiring needed resources especially in profitability marketing its goods and services. They include firm's competitive position, the composition of its customers, its reputation among suppliers and creditors, and its ability to attract capable employees. Also, Pearce and Robinson (2007) define the industry environment as the general conditions for competition that influence all businesses that provide similar products and services. Michael Porter (1979) analyzed the industry environment and analyzed five competitive forces that shape every industry that is entry barriers, supplier power, buyer power, threat of substitutes and competitive rivalry. Economic factors within the remote environment include the nature and direction of the economy in which a firm operates. Economy has a sway on all industries, from suppliers of raw materials to manufacturers of finished goods and services, as well as all organizations in the service, wholesale, retail, government and non-profit sectors. Economic factors include economic growth which is the rate at which a country's economy is growing. Social factors involve the beliefs, values, attitudes, opinions, and lifestyles of persons in the firm's external environment, as developed from cultural, ecological, demographic, religious, educational and ethnic conditioning. Political factors define the legal and regulatory parameters which firms must operate. They include tax programs, fair trade decisions, antitrust laws, minimum wage legislation, pricing policies and other actions aimed at protecting employees, consumers, the general public, government regulations such as employment laws, tax policies and even political stability of the government itself should be considered and the environment (Pearce & Robinson, 2007). The fourth component of the remote environment comprises of the technological factors which leads to new products and services and improve how they are produced and delivered to the end user. Innovations will produce entirely new industries and alter the boundaries of existing industries

However, although external environment factors also affect the organization greatly the research addresses the internal environment factors which affect the organization productivity. It is generally assumed that a good internal environment in terms of working conditions, management style, good relationship with employees or the motivational factors like incentives, salary increase

and personal development opportunities inspire people who possess high ability to a greater increase in job performance (Campbell and Pritchard 1976).

On the other hand, personnel principles emphasize equitable selection of the right people for the right job. Personnel principles incorporate scientific method in selecting and conducting impartial recruitment; provide opportunities for employees to grow; develop and bring self-improvement and development; give higher status to employees to participate in decision making process.

Personnel principles formulate and aid in preparing personnel policies. The principles in conjunction with policies restore quality and impartiality in operationalizing the internal environmental factors. Other principles that are used in the light of equity concept in organizational productivity include principle of incentive, development, participation free and continuous flow of communication, fair compensation, dignity of labour, team spirit, cordial labour management relations, contributory role, right conditions of worth, security and recognition and principle of research.

In enhancing productivity, control systems are used to guide a transparent organizations performance based on results and standards. The standards are often expressed numerically or qualitative to reduce subjectivity. The types of standards are time standards, productivity standards, cost standards, quality standards and behavioral standards. The standards guide performance through styles of leadership, styles of decision making.

The internal environment factors help the leader decide which style to use in a given situation based on certain constraints such as factors related to the workers, the resources and the prevalent situation.

1.2 Purpose of the Study

The purpose of this research study is to establish the extent which internal environment factors, namely reward systems or motivation, training programmes, job design and organizational structure affect organizational productivity in the context of equity concept framework at the Kenya Power and Lighting Company Limited.

1.3 Statement of the Problem

The research study will address the internal environment factors that affect organizational productivity of the Kenya Power and Lighting Company. Productivity is a measure of the relationship between inputs (labour, capital, natural resources, and energy among others) and quantity of outputs. Outputs must be in terms of both quality and quantity. In this regard, the

environmental factors affecting productivity includes rewards or motivation, job design, training programmes and organization structure in the contextual framework of equity.

In such a scenario high turnover rates of worker absenteeism and low productivity can be experienced. According to Patterson (2004) it is that the more satisfied workers are happy with internal environment factors, the more likely the company is to perform effectively in terms of profitability and productivity pattern emphasized that managers should be loyal to internal environment factors in relation to a group or individual worker. For example, a good procedure for promotion should create a sense of commitment among employees and maintain their interest in the organization. A mediocre internal environment affects the productivity of the organization because employees perceive there is unfair use of the organizations internal procedures and therefore, the employees will be demotivated in their performance and adopt undesirable behaviors. The research addresses the problem of the low productivity at the Kenya Power and Lighting Company Limited. Thus appropriate organizational structure and career management guidelines once put in place do invigorate and focus staff to enhanced level of productivity with a view to achieving organizational goals.

The career progression management guidelines establish structured grades of managerial and non-managerial personnel respectively within a professional discipline. The career guidelines provide clear job descriptions and specifications of all level within the grading structure. These grading structure of levels assists in the equitable recruitment, deployment and general development of the personnel covered by the career progression guidelines. The career management guidelines provide a clear career structure which attract and ensure retention of an efficient and effective cadre of the identified personnel's like the environment (DPM/PSC 1998).

The career management guidelines enable each employee to understand the requirements and demands of the job and it further provides explicit standards for recruitment, training, development and advancement within the cadre on the basis of knowledge, merit and ability as reflected on work performance appraisal and result. In each scheme of the nature service or career progression guidelines, of service training and development and scope is provided. It also provides equity, parity, transparency and pointing out resources and tools that can be used by personnel falling within the scheme in an ethical manner.

In the scheme of service depicts the principles of management and the human resources policies that control behavior of workers as are stipulated according to grading structure, division of work,

delegation of authority and responsibilities, unity of command, spirit de corps, span of control, scalar principle and remuneration scales according to related level of grading (Henri Fayol 1915). It is a process of inspiring morale thus getting members of the team to work. Effectively, giving loyalty to the group and the task to carry out their tasks properly and to play an effective part in the activities of the organization. This general inspiration is accompanied by a process of supervision of leadership to ensure the terms are carrying their activities properly.

1.4 General Objective of the Research Study

The general objective of the research study is to find out how internal environment factors: reward systems or motivation, training programmes, job design and structure affect organizational productivity of Kenya Power and Lighting Company.

1.4.1 Specific Objectives of the Research Study

- 1 To establish the extent of equitable application trends of reward systems or motivation, training programs, job design and structure in conformance with personnel management policies affect organizational productivity in the context of internal equity in the Kenya Power and Lighting Company Limited.
- 2 To examine the effectiveness of utilization of reward systems or motivation, training programs, job design and structure that affect organizational productivity in the context of internal equity in the Kenya Power and Lighting Company Limited.
- 3 To explore the standards of controlling process of electric energy supply to the competitive market and serviceability responses to customers' requirements or needs respective to time, cost, quality, behavioral and productivity standards set by the Kenya Power and Lighting Company Limited in conjunction with Energy and Petroleum Regulatory Authority.

1.5 Research Questions

- 1.0 Is the equitable application of rewards system or motivation, training programs, job design and structure affect organizational productivity of the Kenya Power and Lighting Company Limited?
- 2.0 Do the effective utilization of reward system or motivation, training programs, job design and structure affect organizational productivity of the Kenya Power and Lighting Company Limited?

3.0 Are the standards of controlling process of electric energy supply and serviceability responses to competitive market affect the organizational productivity in the Kenya Power and Lighting Company Limited?

1.6 Significance of the Research Study

This study will investigate the effect of internal environment on organizational productivity and what constitute a good internal environment practices in the organization under the study. One of the reasons why organizations include the internal environment is to maintain high productivity. Management and employees must observe the internal environment in order to reduce conflicts and disagreements within the organization.

1.1 The results of the study will be useful for the future of the organization.

1.2 The conclusions will be aimed at helping employees and managing their productivity.

1.3 Organizations will be aware of the importance of involving employees in the field of internal environmental factors to enhance efficiency and increase the level of work performance.

1.4 The research will be useful as a secondary research for future researchers, speakers, managers and students.

1.5 The research will be useful to managers to ensure smooth running of the work and to the top management in the service companies to help them in structuring the internal environment making hence increasing the level of job performance.

1.7 Scope of the Research Study

The Kenya Power and Lighting Company Limited is a limited liability Company responsible for the transmission, distribution and retail of electricity throughout Kenya. It started in 1875 when Seyyied Bargash, the Sultan of Zanzibar, acquired a generator to light his palace and nearby streets. Harrali Esmailjee Jeevanjee, a wealthy merchant in Mombasa, acquires the generator and transfers it to the Mombasa Electric Power and Lighting Company in 1908. Around the same time 1908, an engineer, Mr Clement Hertzal, was granted the exclusive right to supply electricity to the then district and town of Nairobi which led to the formation of the Nairobi Power and Lighting Syndicate. However, in 1922 the two utilities in Nairobi and Mombasa were merged under a new company incorporated as the East African Power and Lighting Company (EAP and L). In 1932, East African Power and Lighting acquired a controlled interest in the Tanganyika Electricity Supply Company Limited (TANESCO) and in 1936 it obtained generating and distribution

licenses for Uganda, thereby entrenching its presence in the East African region. In 1954, the Kenya Power Company (KPC) was created for the purpose of transmitting power from Uganda through the Tororo-Juja line. However, in 1983, East Africa Power and Lighting was renamed to Kenya Power and Lighting Company Limited (KPLC). In 1997 the functions of generation are split into two that is generation and transmission and distribution. The Kenya Electricity Generating Company becomes a separate entity responsible for public-funded power generation projects whereas Kenya Power and Lighting Company are responsible for transmission and distribution of electricity.

Kenya Power and Lighting Company (KPLC) manages customer relations, emergency service, metering licensing and billing. Kenya Power has a staff complement of over 7,000 employees and it aims at retaining highly motivated professional staff in order to meet its corporate goals by ensuring that employees have requisite competencies to perform their work through regular staff training and development programmes. On-the-job training is the foundation upon which all other training must depend. Management staff signs performance contracts which form the basis of their annual appraisals, (Kenya Power Journal 2012). The management and staff work towards implementing and improvement of the Quality Management System that complies with ISO9001:2000 to always meet with the customers and stakeholders' expectations and requirements (KPLC,2015). The vision of the Kenya Power and Lighting Company Limited is to provide a world-class power that delights its customers, bring a sense of optimism and delight to the customers and working together towards a brighter future for Kenya. The mission of the Kenya Power and Lighting Company Limited is powering people for better lives by becoming the preferred energy solution for businesses and individuals and empowering customers to achieve more and reach their full potential. Kenya Power and Lighting Company Limited core values is to put Customers first as they matter most, work together as one team to achieve goals, be passionate about powering the nation, believe in integrity and delivering on promises and strive for excellence in all their undertakings The Company's key operations includes building and maintaining a robust power distribution network, retailing of electricity and customer service

1.8 Description of the Area of the Research Study

The study will be undertaken in the Headquarters of Kenya Power and Lighting Company Limited Stima Plaza House, Nairobi City County. The study covers factors which affect an organization

offering services internally relative to standards of supplying electric energy and serviceability responses to the competitive marketer and management performance contribution to achieving the organizational goals. The company comprises of divisions like; corporate and Legal Affairs, Finance, Human Resource and Administration, Customer Service, Supply Chain Management, Information Technology, internal Auditing and Business Strategy among others.

1.9 Limitations of the Research Study

The researcher preferred to research at Kenya Power and Lighting Company Limited due to cost, time limitation and provisions and enough data and the physical environment headquarters areas is familiar.

1.9.1 Confidentiality

Information obtained from the company will be guided by norms of confidentiality of sensitive information to any third party individual or organization. In order to undertake research, the researcher issued an introductory letter from the University of Nairobi indicating that the research is for academic purpose only. In this study the researcher will explain to the respondents the importance of the research to the organizations with a view to creating time to respond to questions.

1.10. Definition of Central Terms

Environment - This is the surrounding conditions whether physical or not that affects or influences development or growth.

Effective Application Trends –This is putting something which will bring a positive change into operation which will enable the organization to achieve a maximum wasted effort or expense.

Effective Utilization – This is the degree to which objectives are achieved in producing desired results.

Administration of Policy – This is the guide and making decision according to formulated policies that are related to planning and organizing process of organizational control that arises from the goals and strategic plans of the organization.

Serviceability – This is the speed with which the product can be put into service when it breaks down as well as the competence and the behavior of the service person. it involves the consumers ease of obtaining repair service, the responsiveness of service personnel and reliability of service.

Reliability – This is the likelihood that a product will not fail within a specific time period. This is a key element for users who need the product to work without fail.

Durability – This is the amount of use one gets from a product before it deteriorates. It measures the length of a products life.

Standards – These are the established levels of quality or quantity used to guide performance. Standards are set before implementation and guide controlling process of tasks during the implementations. Monitoring and evaluating tasks after implementation are based on set standards.

They include: -

i)II **Time Standards** – states the length of time it should take to make or process a product or perform certain service.

i)III **Quality Standards:** - they are based on the level of perfection desired that is, percentages of impurities that may be allowed in a chemical, or a valve may have to hold pressure for ten minutes in order to pass inspection.

i)IV **Behavioral Standards** – are based on the type of behavior desired of workers that is, moral standards of taking action, strict standards of behavior.

i)V **Productivity Standards:** - are based on the amount of product or service produced during a set time period. For example, ten (10) units or installation of electricity poles per hour or weekly.

i)VI **Cost Standards:** - standards are based on cost associated with producing the goods or service for cost of supplying electric line and energy

Context – This are the circumstances that form the setting for an event, statement, or idea and in terms of which it can be fully understood.

Employee - This is someone who works in an office or a person, who provides services for an employer under a service contract.

Performance - It is the act of doing a job that one is ordered to do or that one has promised to do. It could be the result of an act, which is measured in quality or quantity.

Productivity - This is the rate or efficiency of work, especially in manufacturing production.

Internal - Means within or within an organization External Surveys and conditions in which people live or work.

External - An **external environment** is composed of all the outside **factors** or influences that impact the operation of business.

Structure – is an organization design that can give guidance to the division of the work among members of the organization and coordination of their activities; contains least number of

management levels and makes provision of the training and testing of the future top management and configuration of competences of organization.

Organization - It is two or more people working together in a coordinated manner to achieve group results.

Hypothesis - This is an idea, suggestion or proposition as a starting point for reasoning or explanation.

Demand – this is the maximum amount of *electrical* energy that is being consumed at a given time. It is measured in both kilowatts and kilovolt amperes, depending on the rate tariff.

Supply – this is the ability of the electricity company to provide appropriate electricity which is enough for its consumers.

CHAPTER TWO

LITERATURE REVIEW ON THE INTERNAL ENVIRONMENTAL FACTORS IN THE CONTEXT OF EQUITY THEORY

2.0 Introduction

In this chapter a discussion is included of the theories namely Equity Theory, Resource Based Theory and the Organizations Theory and the factors which affect the performance and the productivity of the employees. It also shows the measurement of the productivity of the employees and the empirical studies that has already been done in the past.

2.1 The Internal Environment Factors

Internal environmental factors comprise of resources within the company which impact the success and approach of operations. Unlike the external environmental factors, the company often control these factors. It is important to recognize potential opportunities and threats outside company operations. Managing the strengths of internal operations is the key to company success. The role of company leadership among others is an essential internal factor. The leader ship style and other management style impact organizational culture. Normally companies, provide a formal structure with its mission and vision statements. Some cultural implications which results from leadership approaches are value of employees, the positive or negative nature, and effectiveness of communication level of family friendliness. The strength of employees is also an essential internal environmental factor. If the employees are motivated, hardworking and talented, they will produce better results compared to an unmotivated and less talented workforce. The processes and relationship between and within departments can also improve effectiveness and efficiency. In a high performing workplace, the workers not only have talent, but they also work better together. The employees and departments, collaborate on ideas and resources.

The internal environmental factors basically include the inner strengths and weaknesses of intangible resources. Internal sectors can affect how a company meets its objectives. Strengths have a favorable effect on a business. Weaknesses have a harmful effect on the firm. Some examples of areas which are typically considered in internal factors are human resources like employees, target audiences and volunteers; financial resources like funding, investment opportunities and sources of income: physical resources of income, physical resources like

company's location, equipment and facilities, access to natural resources like company's location, equipment and facilities, access to natural resources Patents, copyrights and trademarks and current processes like employee programmes, software systems and departments hierarchies.

Companies must also consider softer elements like company culture and image, the role of key staff, operational efficiency and potential. Organizational and operational systems are a part of the operational and administrative procedures. This includes disorganized or inaccurate record keeping interruptions to your supply chain and outdated or faulty IT systems are also factors that should be evacuated. It is imperative to overcome these constraints to avoid being seen as unreliable and losing data. The internal environmental factors of a business are often studied in a SWOT analysis. The SWOT matrix is a structured planning method. It's vital to use SWOT analysis to analyse the company and its internal environment factors. It assesses the strengths and weaknesses, opportunities and threats. The strengths and weaknesses of a project or business are internal factors whereas opportunities and threats are the external elements. These effect your firm's ability to reach the goals in the business plan. They could be due to the impacts of changes in technological evolutions or customer demand. These factors could pose as threats as they can alter how customers perceive your product. Based on these, customers might think a product is overpriced, dull and outdated. The company business needs innovation in order to keep up with competitors. it is essential to get one step ahead. Innovation could come in the form of marketing it could also be through promotional initiatives in the marketing plan, staff training and welfare.

Embracing new technology is the best to keep up with technological advancements A lack of innovation can pose a serious risk to a growing business. No innovation will cause a company to remain boring. The company will become dull, stagnant and irrelevant. The financial risks depend on the financial structure of your business. It's also dependent on your business transactions and the financial systems. For example, changes in interest rates or being overly reliant on one customer could affect business. These effects your firm's ability to reach the goals in the business plan. They could be due to the impacts of changes in technological evolutions or customer demand. These factors could pose as threats as they can alter how customers perceive your product. Based on these, customers might think a product is overpriced, dull and outdated.

2.2 Functions of the Internal Environmental Factors

2.2.1 Reward System and Motivation

A reward for employees is a source of motivation and it is the responsibility of every organization to keep employees motivated and that their needs and goals addressed. When the goals of the employees are met may be seen as distributing incentives when certain objectives are achieved. Rewards could be in form of favorable working conditions, wages and salaries and a good package. According to Armstrong and Murlis (2004) reward management involves formulation and implementation of policies and strategies aiming to fairly and equitably reward people according to their value in the organization. Rewards can be monetary and non-monetary financial rewards like incentive schemes, recognition, affirmation and increased opportunity to achieve and grow the employees.

2.2.2 Motivation

In the context of motivation, Vrooms Valence Expectancy Theory states that a person would have no motivation to achieve a goal if the expectancy were zero or negative. The force exerted to a job depends on both valence and expectancy. $\text{Force} = \text{Valence} * \text{Expectancy}$ thus where force is strength of a person's motivation, valence is the strength of an individual preference for an outcome and expectancy is the probability that is particular action will lead to desired outcome while a motive to accomplish action might be determined by a desire to accomplish something else. In this perspective, a person might work hard to achieve a company's goals in marketing or production for promotion in position or pay taken.

The strength of Vrooms Theory is also its weakness. Vrooms assumption that senses of value vary between industries needs and motivation. The assumption fits the concept of harmony of objectives advanced that individuals have personal goals different from organizational goals but these can be harmonized. Vrooms theory is constant with the entire system of Management By Objectives coined by Peter Drucker.

2.2.3 Training Programs/Opportunities

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). Training and development is the acquisition of understanding, know-how, techniques and

practices. Training can improve performance at individual, collegial and organizational levels and therefore individuals are now particular with organizational learning and therefore collective development. Training and development is beneficial for both employees at the organization at large and when the employees are trained there is increased morale, profitability, positive attitudes because the employee's skills and knowledge increases which in turn results in increased the productivity in the organization hence helps the employees identify with organizational goals (Sims, 1990). However, training and development benefits individual employees through helping them make better decisions and effectively solving problems, assisting in encouraging and achieving self-development and self-confidence, helps employees handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person toward personal goals while improving interaction skills (Sims, 1990).

2.2.4 Job Design

According to Armstrong, 2003 "Job Design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues". Job design also gives information about the qualifications required for doing the job and the reward both financial and non-financial benefits for doing the job. Job design is mostly done for managers' jobs. While designing the job, the needs of the organization and the needs of the individual manager must be balanced. Needs of the organization include high productivity and quality of work. The needs of individual managers include job satisfaction. That is, they want the job to be interesting and challenging and the jobs must not be made highly specialized because they lead to boredom. Job design is a very important function of staffing and the jobs are designed properly, then highly efficient managers will join the organization. They will be motivated to improve the productivity and profitability of the organization. However, if the jobs are designed badly, then it will result in absenteeism, high labor turnover, conflicts, and other labor problems.

2.2.5 Organizational Structure

Organizational structure defines who has responsibility for what roles as well as documenting the reporting lines within the organization. It defines the chain of command and resources accountability. Designing the structure of an organization goes beyond the definition the

relationships among parts, but also shows the resources and systems needed to support performance within the organization. According to Hao, Kasper, and Muehlbacher (2012) defines organizational structure as the organizations formal reporting relationship, allocation of responsibility framework as well as procedures that are carried out among and by the organizational members and components to achieve strategic objectives within the company. An ideal organizational structure should create a good recipe for managers' performance over their employees in the organization. For organizations to succeed in meeting their customers' needs and attaining their strategic objectives there it is necessary for such organizations to constantly change the approaches to the organizations of work and resources which consequently leads to organizational change.

2.3 Theoretical Framework of the Internal Environment Factors affecting Organizational Productivity

The theoretical foundation of this study was anchored on Equity Theory, Resource Based Theory and Organizations theory.

2.3.1 Adams Equity Theory

The Adams Equity Theory will be used in Research Study in conjunction with Resource Based Theory, Organizations Theory, Workforce Diversity Theory, Staff Grading Structure Concept and Situational Leadership Concept. These concepts will be used in the context of the Adams Equity theory. The Research Study will focus on equitable application and efficient utilization of internal environmental factors and the administration of standards of controlling processes related to organizations productivity, serviceability responses, performance and situational leadership in the light of Adams Equity Theory. The greatest thing about internal factors is the controlling process employed upon them. Changing internal factors often involves some indirect costs. Some factors result of a way the organization is run.

Adams Equity Theory shows how a person views fairness in regard to social relationships (J. Stacy Adams, 1965). A person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person puts forth. Equity Theory suggests that if an individual think there is an inequality between two groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal which will lessen

motivation and leads to decreased job commitment by the party which feels cheated (Mullins, 2010). This theory focuses on people's feelings of how fairly they have been treated in comparison with the treatment received by others. Equity theory explains that employees cognitively make comparison of their inputs (knowledge, skills, abilities, time, energy, qualification, experience) into an organization with that of comparable person or persons (similar in inputs) within and outside the organization. By implications, where employee perceives a wide gap between input and output in terms of pay inequality, such organizations may be a victim of increased insecurity, anxiety, low organizational commitment, high labor turnover, low productivity and involvement (Gallagher & Sverke, 2005).

Equity Theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Hatfield and Miles (2007) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills (Astrauskaite, 2011).

Output on the other hand is the positive and negative consequences that an individual employee perceives a participant has incurred as a consequence of his relationship with another. Employee wants to feel that their contributions and work performance are being rewarded with their pay in any position in an organization. If an employee feels underpaid, he would be dissatisfied, becomes hostile towards the organization and co-workers which may ultimately result to lack of motivation and poor performance (Astrauskaite, 2011). Equity is multidimensional in nature. For example, it does not depend on our input-to-output alone. It depends on people's comparison between own input-output ratio and the ratio of others. Since equity is all about perception, employees form perceptions on what constitute a fair (balance or trade) of inputs and outputs by comparing their situation with other 'referents' in the market place as they see it. From this comparison, when they perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they

perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent (Ball, 2014).

According to Adams (1965), when a person becomes aware of inequity, it causes a reaction in them, potentially some form of tension that is 'proportional to the magnitude of inequity present'. It is because of this tension that an individual might react in a way that reduces the tension in him. Equity theory further identifies four mechanisms for job satisfaction as follows: Employees seek to maximize their outcomes (rewards minus outcomes), groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members. When employees find themselves participating in inequitable relationships, they become dissatisfied or distressed. The theory explains that in this situation, both the person who gets 'too much' and the person who gets 'too little' feel dissatisfied. The employee who gets too much may feel ashamed or guilt and the employee who gets too little may feel angry or humiliated. Perceived inequity or unfairness, either external or internal, can result in low morale and loss of organizational effectiveness.

2.3.2 Resource Based Theory

Resource based theory assumes that resources are the determinants towards sustainable competitive advantage and better performance of organizations (Barney 1991, Peteraf & Barney 2003). It assumes the principle that the source of firm's competitive advantage lies in its internal resources as opposed to their external environment. Certain types of resources owned by the organization have the potential to generate the competitive advantage hence high performance of the organization. For organizations to perform efficiently and provide greater benefits to the customers even at lower cost, resources are inevitable (Peteraf and Barney 2003). The theory states that resource are imperfectly immobile and significantly heterogeneous across the organizations (Hunt & Derozier, 2014) and so this necessitates for the organization to use competitive intelligence so as to find rare, unique capabilities and resources for effective competition.

According to the theory, resources provide an organization with the golden opportunity to develop competitive advantage over its rivals and organizations enjoy greater profits and overrun the competition from competitors (Barney 1991). This enables the organizations to answer questions of their performance such as how they choose their strategies and why they differ (Porter 1991). According to Porter 1999, competitive advantage is created by making tough choice on what to do

and what not to do. When a value creating strategy which is not implemented by other organizations is implemented, then competitive advantage is achieved (Barney, 1991). By matching its internal resources, capabilities, opportunities and risks from the external environment a strategy is then created (Grant, 1991). This theory focuses on the promotion of sustained competitive advantage through the development of human capital rather than merely aligning human resource to current strategic goals. Human resources can provide competitive advantage for the business as long as they are unique and cannot be copied or substituted for by competing organizations. The focus is not just on the behavior of the resources but on the skills, knowledge, attitudes and competencies which underpin this, and which have a more sustained impact on long-term survival than current behavior. Barney states that for a resource to be valuable it must be valuable, rarity, inimitable and also non substitutable.

Numerous studies have shown that a firm's market value is not fully explained by its current financial or the tangible assets but on intangible assets like the intellectual capital and customer relationships (Schmidt and Lines 2002). The perceived importance of people as intangible assets is demonstrated in the action of Barclays Group who on their investors day were keen to demonstrate not only their financially results but people strategies and improvements in staff satisfaction which they believe have contributed to the results (Arkin and Allen 2002). The Barclays approach is covered in more detail in a case study on website www.booksites.net/torrington. This theory is relevant because Kenya Power and Lighting Company Central Office represents firm's strength in adopting information technology in attaining the company's competitive advantage hence high performance in service delivery to its customers.

2.3.3 Organizations Theory

Organizations Theory by Jeffery Pfeiffer focuses on the behaviors and attitudes of both the managers and the employees and the company at large. The theory argues that positive and outstanding behavior results into high employee productivity and that the employees are responsible for low productivity in a company. It also argues that the employee's actions affect the general performance of the company and that the working environment has an impact on the performance of the employees. According to Lockes and Klein 1992, the company should properly organize its employees and their energies, resources and deal with its challenges for it to achieve its set objectives. This will enable the employees to work hard to meet their set targets so as the

company's performance to increase. It is therefore important to make proper internal organization of a company for the company to perform well. The theory is relevant to Kenya Power and Lighting Company because it must ensure that certain ethics and the company culture is adhered to for the employees to improve their productivity. If there is proper internal organization, the company will succeed and achieve its objectives.

2.3.4 Expectancy Theory

Expectancy Theory states that a person would have no motivation to achieve a goal if the expectancy were zero or negative. The force exerted to a job depends on both valence and expectancy. Valence is the strength of an individual's preference for an outcome. Expectancy is the probability at a particular action that will lead to a desired outcome. A desire can be to accomplish action or a desire to accomplish something else. It is therefore worth to work to achieve a company's goals in marketing or production for either the purpose of promotions in positions or pay valence (Mondy Sharplin and Flippo 1988 p.367-372). Vrooms Theory is consistent with the entire system of Management By Objective system coined by Peter Drunker (1954). In context of Management By Practice, Drunker argued that the first requirement of managing any enterprise is management By Objectives and self-control.

2.4 Empirical Data on Application of Internal Environmental Factor of Organizational Productivity.

2.4.1 Reward Systems

The study of aimed to investigate different factors determining extrinsic and intrinsic rewards in the light of Herzberg's two-factor theory and their impact on banking employees job satisfaction and job performance and endeavors to influence overall performance of commercial banks of Pakistan. For this purpose, 200 employees were selected and 165 completed questionnaires were used for statistical analysis. The results of this study showed that the provision of extrinsic and intrinsic rewards rated as satisfactory, and that respondents agreed that extrinsic and intrinsic rewards increased job performance of employees. The study was considered as a milestone for understanding systems of rewards and their effect on overall organizational performance, especially in Eastern countries. conducted a similar study that aimed to examine the relationship

between rewards and employee's performance as well as to identify the relationship between extrinsic and intrinsic rewards.

The study explored factors determining extrinsic and intrinsic rewards and their impact on employee's performance and actions to influence the commercial banks for a consideration of a more systematic and a structured approach to acknowledge employee's efforts which in turn prosper high performance culture in commercial banks of Bangladesh. For the sake of collecting relevant information, 200 questionnaires were distributed and 180 were returned and used for statistical analysis to test the hypotheses derived from predictive theories. The T-test showed that, there is a statistical significant relationship between extrinsic and intrinsic rewards on employee's performance, that is a positive relationship between rewards and employees performance and a highly positive significant relationship between extrinsic and intrinsic rewards, and due to this positive relationship, banks of Bangladesh should keep using rewards if they to increase their performance.

This study aimed at determining the effect of rewards on employee's performance at Kenya Power and Lighting Company. Specifically, the studies sought to determine the effect of cash bonus on employees' performance. 68 questionnaires were collected and used for statistical analysis and chi-square was used to analyze and test the hypothetical relationship between cash bonuses and employee's performance. The findings of the study, showed that cash bonuses have no effect on employee's performance, this was due to the variation in opinion regarding whether cash bonuses affect performance or not.

The study concluded that the organization should focus on changing the intrinsic nature and content of jobs; this according to them will increase employees' performance, as employees will get more autonomy, more jobs that are seek challenging assignments and responsibilities. The study concluded that, further research can be done to cover other elements of rewards such as owing equity, so that their findings can be used to enhance management of performance. Diversity of reward systems and its alignment with other firms' strategies is seen by many researchers to have a positive influence on organizational performance.

2.4.2 Motivation

Ibrahim and Brobbey (2015) carried out a study to instigate whether the financial sector in Ghana's performance of employees could be affected by motivation. The results of the research indicated that granting leadership opportunities, employee recognition, meeting up their expectations and interacting with employees actually motivated employees. Lack of incentives, comfort levels, poor management, a good work environment, technological advancement, evaluation of employees, managerial standards and motivation were also seen as factors that could actually influence the performance of employees. The findings further indicated that motivation in an organization enhances efficiency and also helped employees meet their personal needs as well as attaining the goals of the organization and enabling them have a good relationship with themselves in the organization (Ibrahim & Brobbey, 2015).

2.4.3 Training Programmes/ Opportunities

According to Benabou 1996, examined the impact of various training programmes on the business and financial results at 50 Canadian organizations. The conclusion reached was that in most cases a well-designed training programme can be linked to improvements in business results and that return on investment in training programmes is very high. A national survey of training evaluation in specialized healthcare organizations (hospices) conducted by (Clarke ,2004) showed that while there appeared to be some links between training and performance it was not possible to reach firm conclusions about causality. However, the study reached the important finding that where organizations undertake assessment of their training and development (both formal and informal learning) then there is a greater belief in the positive impact training and development has in the organization. Much of literature in Africa focus on the link between the variables prescribed; (Odinga, 2010) conducted a study on staff development programs and job performance of Lecturers of Moi University (Kenya). The Pearson's Linear Correlation co-efficient between training and job performance of Lecturers was 0.541 meaning that there was strong positive correlation between training and job performance (as training increases, lecturers' job performance increases). These results are likely the same as of (Degraft, 2012) who researched on the effect of training and development on employees' performance at Accra Polytechnic (Ghana).

2.4.4 Job Design

Achieng, Ochieng and Owuor, (2014) carried out a study that intended to find out whether job design affects the performance of bankers in Kisumu City. According to this study, task significance, task variety and task identity had an impact on the accomplishment of these bankers. However, task autonomy was not seen as a factor for performance in this study. In conclusion to the study, job design was seen as a factor determining the performance of employees and creation of a task identity for these employees was recommended in order to enhance their performance (Achieng, Ochieng, & Owuor, 2014) From the above studies, it is quite evident that job design indeed affects the performance of individuals in an organization.

2.4.5 Structure

Maduenyi, Oluremi, & Fadeyi (2015) in their study on impact of organizational structure on organizations performance concluded that the organizational structure has a direct impact on both financial and non-financial performance within an organization. Hao, Kasper, & Muehlbacher (2012) in their study of organizational structures of corporations in Austria and China found that organizational structure influences performance both directly and indirectly. They further argued that many businesses ought to persistently alter their organizational structures to achieve superior performance in the marketplace. Achieving superior business excellence is critical objective of many business organizations, and effective strategy formation and implementation have been identified as the key elements that must align with the organizations' structure at all instances (Tavitiyaman, Zhang, & Qu, 2012).

2.5 Empirical Data on Effective Utilization of Internal Environmental Factors: Affecting Organizational Productivity.

Utilization of reward systems / Motivation, training programmes, job designs and structure is the process of utilizing these items, resources efficiently to achieve the objective of the Kenya Power and Lighting Company. Utilization of these resources is important for maintaining productivity because it prevents staff from underperforming or overburdened by workload and burning out.

2.5.1 Reward Systems

Employees rewards as intangible resources are programs set up by a company to reward financial rewards excluding those given on a regular basis such as salary within the grading structure and

should not emphasize rewarding the quantity of work. Employees reward system are programs set by a company and they motivate the employees in both the private and public sectors. Hence, there is a pattern of determining pay of person, not on a basis of positive and seniority but on profit sharing, performance bonuses and venture returns method (Benard Burnes1996) *Managing Change: A Strategic Approach to Organizational Dynamics* Financial Times, London). Rosabeth Moss Kanter (1989) stresses the need for teamwork, yet a situation where some members of the team are receiving high bonuses is bound to create tension which undermine cooperation and collaboration. Thus profit sharing scheme encompasses everyone in the organization, overcome the threat to team working but if everyone receives the same share of the profits irrespective of their individual contributions, motivating effect is likely to diminish. Kanter (1989) states that these various approaches to pay could be minimal in terms of motivation and can drive out most experienced people in the organization.

2.5.2 Motivation

On the other hand, motivation as an intangible resource that is important in an organization and job satisfaction in the context of agency Theory as well as goal setting, reinforcement and job design. Abraham Maslow's (1968-1970) Hierarchy of Needs was one the first to differentiate between and classify different types of human needs. Maslow (1943) identified five distinct forms of human needs which he replaced in a hierarchical order, beginning the lowest level, a person had to satisfy substantial needs at one level before they could move up the hierarchy and concentrate on higher order needs. In ascending order, the five levels in Maslow's Hierarchy of Needs are physiological needs, safety needs, social needs, esteem needs and self-actualization.

2.5.3 Training Programs/Opportunities

A training programme may have a role in initiating job redesign or augmenting the effects of wellbeing and quality of jobs in works organization and opportunities to use those abilities. Training and management Development extended to managers enhance their skills, abilities, experience commitment and competences; and updating them on new management thinking and techniques (Herold Koontz, Cyril O'Donell and Heinz Wehrich 1985). Training and development needs varying not only for positions of different levels in the organization hierarchy but also for individuals since their backgrounds, requirements, aspirations and potentials are peculiar to each of them.

Training and development activities are tailored to those specific and individual needs. The programs and methods are selected on the basis of how effectively and efficiently they satisfy personal needs and accomplish developmental objectives of managers and the enterprise. Manager development and training are based on needs analysis derived from a comparison of actual performance and behaviour with required performance and behavior based present job, next job, the future, now competency required by changed technology and methods and additional needs identified by management (Hanold Koontz, Cyril O' Donnell and Heinz Wehrich 1985).

2.5.4 Job Design

It is a core function of human resource management a resource of a work design or task design showing specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as social and personal requirements of the job holder. An organizational learning approach supports the learning of opportunities afforded by complex job design. It provides a job holder with information to gain better understanding of the relationship between skills utilization and skills development. Job design empowers company's workforce to incorporate a reward system that motivates employees to achieve positive outcome such as overall job satisfaction and internal motivation as well as higher motivation. Employee motivation is derived from jobs design and creation of flexible work place. Managers often use rewards to reinforce employee behavior.

Job design became a powerful technique during 1955 in both USA and Europe. It was necessary to design jobs that satisfied human needs and organization's needs. It was argued that increased job satisfaction and increased organizational performance were complementary to each (Davis and Canter 1960s) in Europe. Many writers contributed to the development of job design Theory (Davis et al, 1955, Guest 1957, Hadaman and Oldhson 1980, Likert 1961, Trist et al, 1963, Warf 1969). Three main variants of job Design are job enlargement, job enrichment and social-technical systems theory (Burnes 2004)

Socio Technical System Theory, points that organizations are composed of interdependent social and technical systems. The Systems Theory argues that there is little point in reorganizing the social system in isolation from the technology being used since the level of performance achieved is depended on the degree of fit between the two (Davis 1979, Dunphy and Griffiths 1958, and

Trist at 1963, Burner 2004). It follows that job design must go hand in hand with technological change it is to be successful.

Aston Group (British Researchers) on the size of organization (child 1984, Robbins 1998) at the University of Aston in Birmingham, supported that in terms of large organizations, the Aston Group (Blay and Schoehert 1971) the group argued that size is the most important condition affecting the structure of organization hence gave bureaucracy new lease of life and a new lease of respectability. Bureaucracy is both efficient and effective (Aston Group) at least for larger organization taking into consideration that is private sector companies and public bodies to increase applicability of bureaucracy growth during the twentieth century.

In regard to Job design as career, more jobs are contracted out of organizations become slimmer since organizations structures results into flatter pattern as entire layers of hierarchy are dispenses with. The resultants affect may well be the demise of traditional forms of career path. Kanter argues that the ideas of staying with one organization and climbing the corporate career ladder is being replaced by hopping from job to job, not necessarily in the same organization. Instead of people relying on organization to give shape to their career, in future the ones will be on individuals to map out and pursue their own chosen route. Kanter 1989: 324 argues that it might be more important, for example, to acquire or demonstrate a talent that a future employee or financial investor might value to get to know the right people several layers above in the corporation where they currently work. A group of highly marketable individuals (entrepreneurs) are most likely to see their career in terms of many different jobs and organizations (Benard Burnes 2004).

2.5.5 Structure

Organization structure as a formal and informal policy and procedure help the company to govern business operations both in head office and geographic territories. Larger business uses an organizations structure to effectively manage business function and employees the fact the type of organization structure depends on the company's size and operation. Organization structures help company streamline business operations. Structure help the departmental divisional and geographic territories heads to organize business functions into divisions that complete various processes. Organizing business functions into department ensure business operations are completed in an effective and efficient manner. It also helps to improve the business decision making process.

Structures of organization help manager set up control systems that consists of establishing standards to measure performance by defining goals, measuring actual performance by preparing formal reports of performance like sales growth as a target and reporting sales date, comparing performance with the standards – comparing actual activities to performance standards or whether performance meets, exceeds, or falls short of standards and take corrective actions by monitoring whether performance deviates from standards and deteriorating the cause or causes of deviation and take corrective action.

In classifying organizations according to their technology and predictability (routine to non-routine tasks) it requires to identify the most effective form of structure in any given situation or for any activity while routine – non- routine tasks require mechanistic and organic dimensions for organizations structure. In routine situations, where few problems arise and easy task requires a mechanistic structure which is more effective because of the stable and predictable nature of situation. The case for Technology continuity) relative to John Woodward's work in USA on technology and organization structure drew attention two major dimensions which in turn was extended by Charles Perrow 1967, 1979 of Technology. The two dimensions included the extent to which the work being carried out is variable or predictable performance and the extent to which the technology was being analyzed and categorized. Perrow's routine non routine continuum is quashed with Burns and Stalker's Mechanistic and Organic Dimensions for Organization structure.

In connection with Environmental Uncertainty and Dependence, Thompson (1967) pointed out organizations attempt to insulate their productive uncertainty of the environment so as to carry out the work as effectively and efficiently; an organization must be open since it is not possible to seal off all parts of an organization; an organization remains open to interact with its environment in order to secure resources and sell its product; while different levels of organizations exhibit and need different structures to operate on a more rational or less rational basis and organization effectiveness is contingent on both the level of external environmental uncertainty and the degree of internal dependence. This Lawrence and Lorsch argument of 1967 for integration and differentiation took consideration of different structural forms.

2.6 Empirical Data on Standards of Controlling Process of Organization Productivity

Standards are used to control quality of product and service delivery. They emphasize on reliability, serviceability items, cost, durability of a product and serviceability response. In

enhancing productivity, control system is used to guide a transparent organizations performance based on standards. The standards are expressed numerically to reduce subjectively. The types of standards are time standards, productivity standards, quality standards and behavioral standards. A standard is a document established by consensus and approved by recognized body, that provides for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievements of the optimum degree of order in an order in a given context. In simple terms, a standard is an agreed way of doing something.

A standard is consensus documental developed and approved by the standard regulatory bodies for example, Electricity Energy Supply, the Energy Regulatory Authority in conjunction with the Kenya Power and Lighting and Company.

2.6.1 Electric Energy Supply

There are a number of studies that have been done on Nigeria looking at electricity supply and industrialization and growth. For instance, Uдах (2010), using bounds test, found the long run and error correction model showed that the index of industrial development, electricity supply, technology and capital employed are important determinants of economic development. Iwayemi (1988) argued for importance of the energy sector in the socio-economic development of Nigeria. He submitted that strong demand and increased supply would stimulate increased income and higher living standards.

2.6.2 Serviceability Responses

Serviceability involves the consumers ease of obtaining repair service, the responsiveness of service personnel and the reliability of service. Competence and ease of repair is the speed with which the product can be put into service when it breaks down, as well as the competence and behavior of the service personnel. Customers are concerned with the time taken before service is restored in case of breakdown, the behavior of the service personnel, the complaint handling procedure and the personal standards of acceptable service. Customers may remain dissatisfied even after completion of repairs. How these complaints are handled is important to company's reputation for quality and service. The Kenya Power and Lighting Company have sought to solve consumer dissatisfaction by installing toll free telephone hot line to their customer relations departments.

2.6.3 Performance Standards

Performance standards provide the employee with specific performance expectations for each major duty. They are the observable behaviors and actions which explain how the job is to be done, and the results that are expected for satisfactory job performance. The purpose of performance standards is to communicate expectations. Keep in mind that good performance typically involves more than technical expertise. The Kenya Power and Lighting company has adopted the Okoa Stima Initiative, Online token purchasing, Customer care department and partnered with the Kenya Association of Manufacturers (KAM) to carry out regular energy audits among manufacturers to maximize production efficiency. The move is meant to encourage growth of the manufacturing sector by lowering the cost of manufacturing which is expected to reduce the price of locally manufactured products and encourage more investments in manufacturing. The Company is committed to dispatching more renewable energy to maintain the fuel cost charge low and retail tariff competitive. All these efforts make the company to perform very well in order to achieve its objectives.

2.6.4 Situational Leadership

The situational leadership model is a timeless repeatable framework for leaders to match their behaviors with the performance of the individual or group that they are attempting to influence. Situational Leadership is based on relationship between leaders and followers and serves as a framework to analyze each situation based on the environmental factors.

Situational Leadership Theory or the Situational Leadership Model is a model created by Paul Hersey and Ken Blanchard, developed while working on management of organizational Behavior. The theory was first introduced in 1969 as “life cycle theory of leadership”. During the mid – 1970s, life cycle theory of leadership was renamed “Situational Leadership Theory”. Situational Leadership emerged as one of a related group of two - factor theories of leadership, many of which originated in research done.

The situational leadership suggests that no single leadership style is best. Instead, it all depends on the situation at hand and which type of leadership are best suited to the task. According to this

theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of tasks, the nature of the group.

Situational leadership is an adaptive leadership style which encourages leaders to take stock of their team members, weigh the many variables in their workplace and choose the leadership style that best fits their goal and circumstances. Being a leader is not always easy and leadership can be executed in different ways. Paul Hersey and Ken Blanchard indicate that a number of factors are decisive for the style of leadership. It is not just the personal characteristics of the leader are decisive, those his employees are too. In addition, the situation is determination and the leadership style depends on this.

2.7 Justification of Research Study on Internal Environment

During the financial year 2017/2018 electricity revenue grew by Shs 5,112 million from Shs 120,742 million reported in the previous year to Shs 125,854 million mainly due to rise in unit sales by 2.3% to 8,459 GWh from 8,272 GWh. This growth was attributed to increased consumption in the domestic consumer category as a result of increased number of customers. The non -fuel power purchase costs excluding foreign exchange recovery increased to Shs 52,795 million from Shs 50,202 million the previous year, mainly attributable to an increase in units purchased from geothermal sources from 4,451 GWh to 5,053 GWh. Fuel cost decreased from Shs 24,076 million the previous year to Shs 23,591 million due to improved energy mix following less utilization of the more expensive thermal plants. The units generated from thermal plants increased marginally by 1.9 percent, from 2,165 GWh the previous year to 2,202 GWh.

2.8 Conceptual Framework of Research Variables Relative Measuring Organisational Productivity.

It is also a set of concepts or variables that the researcher implements to achieve the set objectives. It is a schematic or schematic presentation of the theory. The theory is presented as a model in which the search variables and their relationships are translated into a visual image illustrating the interconnections between independent and dependent variables (Oso & Onen2009).

2.8.1 Effective Management of Resources

Utilization of the management resources in the light of equity theory is an essential task for companies like Kenya Power and Lighting Company that are managing different projects. It is

important for resource manager coordinator to effectively organize and managing different projects. Having the information about the availability of the resources and have them available at the right time for activities plays a vital role in managing the costs and executing project activities. Effective management of resources according to equity theory requires a coordinator or a project coordinator to get an overall view of all the resources and their current utilization. This helps managers to identify the over utilization based on the allocation of resources in different projects which in turn helps in calculation the resource allocation. This enables the manager coordinating resources to take information from all the work places in order to know a specific activity where the resources are involved by another resource manager and help in avoiding the over allocation.

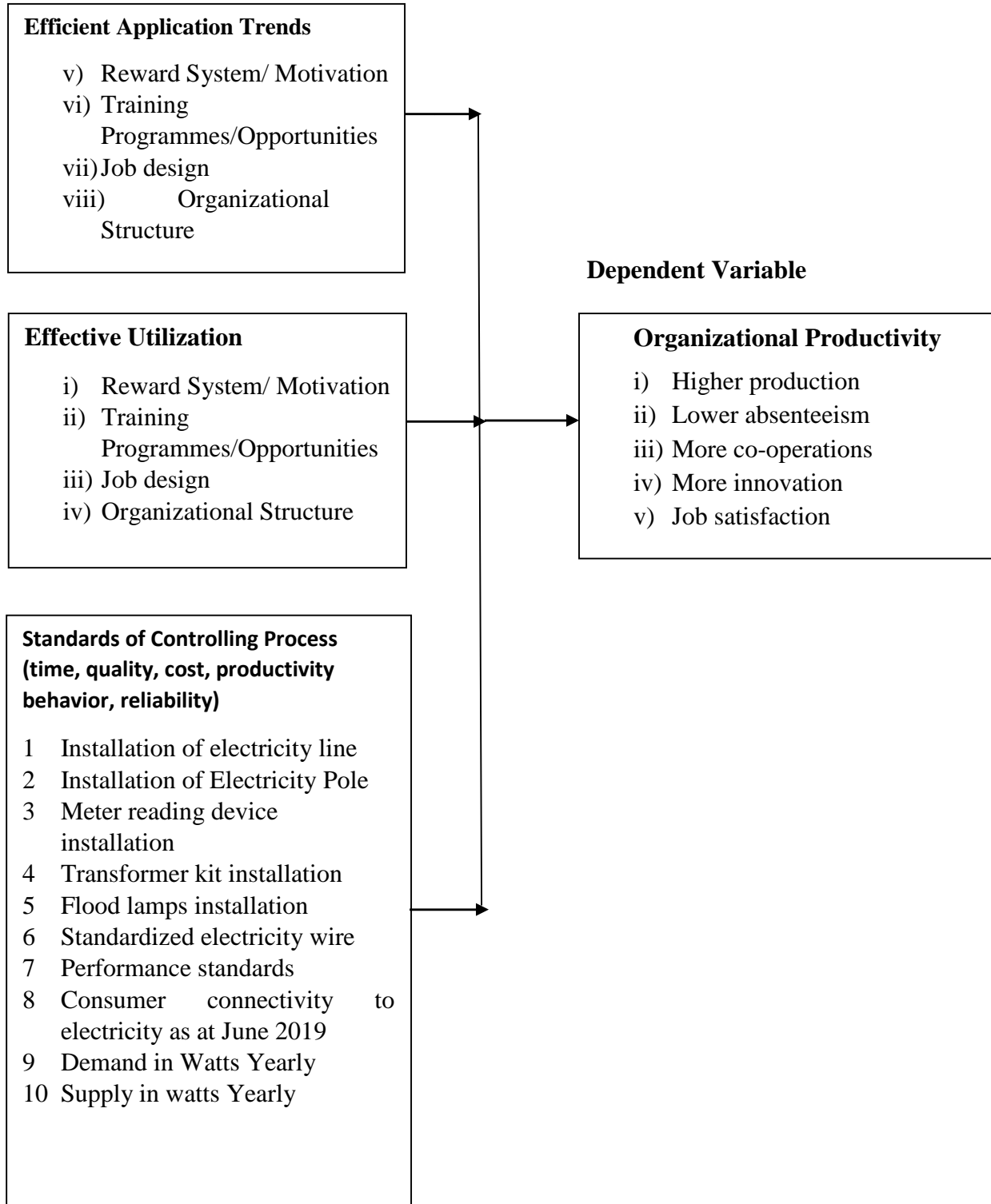
In order to allocate the right resource for a specific activity, it's important to know whether the resource has the correct skills to perform that particular task. This enables the resource coordinator manager to get an in depths view of the skills possessed by a particular resource. A wide variety of reports enable managers to have optional resource allocation and clear view on the resource allocation. The reports can be produced on ports level; at organizational unit level work place and resource group level for a particular time period.

2.8.2 The Importance of Contingency Management Theory in the Context of Adams Equity Theory

Strategic planning and the changing nature of the organizational environment is a vital process. A major contribution of the strategic planning process to management and to emerging management require the need to monitor the nature and changing character of external forces and how they impact the operations of an organization. Environmental scanning clarifies how technology, the law, the press, elected official's citizens and the natural environment impact internal operations. The role of the manager in the view of the organization as a system suggests a very special role of managers in the management system. Management faces situations which are dynamic, inherently uncertain and frequently ambiguous. Only managers who can deal with uncertainty, ambiguity and with battles that are never won but only fought well can hope to succeed.

Figure 1: Conceptual Framework of the Measurable Research Variables of Organizational Productivity of Kenya Power and Lighting Limited.

Independent Variables



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter presents the tool used to analyze the collected data in order to reach an appropriate conclusion of the study. It also includes the methods used to collect sample data in order to ensure that correct and relevant information is obtained because incorrect selection of the sample using incorrect methods may lead to the acquisition of erroneous data that will result in a loss of data, loss of time and money for the researcher. The research study choose the usual instruments used for the study. Data collection techniques are the final content and the researcher must choose the appropriate one to apply.

3.1 Research Design

The research study is a descriptive which its purpose was to establish extent of effects of internal environment factors which affect the organizational productivity of the Kenya Power and Lightening Company Limited. Kothari [2009] states that research design is the arrangement of conditions for collection and analysis of data in a manner to combine relevance to the research purpose with economy in procedure. It is a conceptual structure within which the research study is conducted, is constitutes the blueprint for collection, measurement and analysis of data. The assumed targeted population was 80 comprising of the top managers, middle managers, lower managers, and non-supervisory personnel whose responses was to determine extent of efficiency and effectiveness of internal environmental factors affecting organizational productivity of the Kenya Power and Lightening Company Limited.

It is important that the features of research design must contain clear statement of the research problem, procedures and techniques to be used for gathering information and addressed in the subsequent paragraphs. Using quantitative and qualitative research approaches together complement one another. During actual research. Burns and Grove [1993 p.777] define quantitative research approaches a formal objective of systematic process of describing and testing relationships and examining causes and effects among variables.

Quantitative approach of collecting data remains technically objective separated from manipulating internal environment factor and organizational productivity while qualitative

research is primarily subjective in approach as it seeks to understand human [staff] opinion and behavior in the phenomenon under the study. A stratified sampling technique was applied in order to obtain a representative sample from a population which cannot constitute homogeneous group. The inventory of personnel was extracted from the Human Resource and Administration and Department constituting heterogeneous type of population which formed a basis of targeted population.

3.2 Accessible and Target Population

The estimated target population was 80 before conducting the research study in the headquarters of Kenya Power and Lightening Company. Targeted population is defined as a distinct set of people, services, elements, events, group of things or households that are being examined by the researcher and whose findings are used to generalize to the entire population [Mugenda and Mugenda 2003].

3.3 Data Source

The staff of the Kenya Power and Lightening Company Limited was the source of data. According to Lyon [2007] explains that the target population is the totality of elements that has one or more characteristics in common. The assumed target population was the employee's namely top managers, middle managers, lower managers and non-supervisory personnel who participated in the study by providing the factual data about both efficient application and effective utilization of internal environmental factors and standards of controlling process and serviceability responses to the customer's needs.

3.4 Sampling Technique

The sampling technique used was stratified sampling in conjunction with the convenience non-probability to facilitate constructive strata from stratum sampling based on purposive probability. The selection of sample was derived from a targeted population of the objects in the Kenya Power and Lightening Company Limited.

A sample as a finite part of a statistical population whose properties are studied to gain information about the whole sample, Kombo and Tromp [2006] point sampling is the process of selecting a number of individuals for a study from the large group referred to as the population. Lyon C.

[2007] points out the ideal sample should be selected economically in terms of subject availability, expense in both time and money and complexity of data analysis.

3.5. Sample Size

A sample of 68 was extracted from a targeted population of 78 subjects in the Kenya Power and Lightening Company Limited. The selection of sample size was guided by the principles of randomization, local control and phenomenology. The principle of random emphasizes on controlling extraneous variable, and the phenomenology stresses on the reliability of real world of nationality of association of results derived from the variables.

The research study used Barlet et al [2001] formula to determine a sample size of 68 respondents as appended here below

$$N = Z^2PQ/D^2$$

When

N = required sample size

Z = Confidence Level at 90% [Standard Value of 1.65]

P = the proportion in the target population estimated to have characteristics being investigated [50%]

Q = 1-P

D = margin of error at 10% standard value

Calculations

$$N = Z^2PQ/D^2$$

Z = 1.645

P = 0.5

Q = [1-0.5] D = 0.1

$$= \frac{1.6456^2 \times 0.5 \times 0.5}{0.1^2}$$

$$= 67.65$$

$$= 68 \text{ Sample Size}$$

A sample size of 65 the respondents also was calculated based on sample frame of 78 as indicated below using the formula of Tomane[1967:886] cited by Glenn Israel [2001]. In this aspect, the research study considered the large sample size, and opted to use the figure of 68 determined by the formula of Barlet et al 2001. Table .1 in paragraph 3.6 shows how strata was extracted from each of stratum.

$$n = \frac{N}{A=N[e]^2}$$

Where N is the target population size

e is the level of precision

n is the sample of the population

$$n = \frac{78}{1+78[.05]^2}$$

$$\text{Total} = 68$$

3.6 Simple Random Sampling

In the divisions, sections and units, the random sampling technique was used to select representative from the stratified targeted population. The divisions comprise of the strata indicated in the below table.

Table 3.1: Stratified Sampling Technique Illustrating Structure of Strata

	Divisions	Target Population	Sample Size
i	Corporate and Legal Affairs Division	$\frac{6}{78} \times 68$	5
ii	Finance Division	$\frac{6}{78} \times 68$	6
iii	Human Resource and Administrating Division	$\frac{8}{78} \times 68$	6
iv	Customer Service Deviation	$\frac{7}{78} \times 68$	6
v	Business Strategy Division	$\frac{6}{78} \times 68$	4
vi	Information Communication Technology Deviation	$\frac{6}{78} \times 68$	5
vii	Correctively Street Limiting Deviation	$\frac{7}{78} \times 68$	6
viii	Connectivity Street Lightening	$\frac{6}{78} \times 68$	5
ix	Supply Chain Management Division	$\frac{12}{78} \times 68$	10
x	Internal Auditing Division	$\frac{13}{78} \times 68$	10
xi	Quality and Control Division	$\frac{10}{78} \times 68$	7
	TOTAL	78	68

Source: Field Data October 2019, and Sample Data Determined by Barlet et al [2001]

3.7. Operationalization of Variables, and Measurements of Scales

Operationalization is the measuring of the variable, and the interpretation of the measurement. Operationalization involves increasing measuring the variables with scales is the process of spelling out precisely how a concept will be measured. The efficient application of internal environmental factors; effective utilization of internal environmental factors, and standards of controlling processes were measured using scales.

The dependable variable which is organizational productivity was measured based on ordinal scales .Its operationalization of sub-variables include reward system, motivation, training programs/opportunities, job design, structure, and reward system: commendation letter, gift, award of bonus while motivation embrace motivating factors:: hygiene factors, training

programmes/opportunities, training, job design factors and job rotation, job simplification, job enlargement and job enrichment, structure, geographical territory structure, divisional structure, Reward system r are the programs set up by a company namely reward performance and motivating employees on individual basis are group levels.. Motivating are the drivers of human behavior related to the intrinsic nature of the work.

These are not necessarily to the surrounding circumstances or environment but training programmes/opportunities that help employees learn specific knowledge or skills to improve performance in their current roles. Job design outlines the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of job. Structure is a system used to define a hierarchy within an organization.

Scales are expressed in on one of four scales: normal, ordinal, interval or ratio. Nominal scale variables also called categorical variable were placed into categories, nominal possess only the description characteristics which means it possess unique label to identify or delegate values to the items.

Ordinal scale measured quantitative that occurs in different unknown orders. Qualitative data were the names grouped and ranked. Ordinal scale was also used to understand whether variables are greater or lesser than one another. Ordinal scale identified and described the magnitude of the relative rank of variables.

Ordeal scale, analyzes f agreement among respondents with respect to the identified order of the variable. Interval scale is numeric scale that occurs in order and do not have ‘true zero. Ratio scale tells the exact value between units and also have absolute zero which allows for a wide range of both descriptive and inferential statistics to be applied.

3.8. Data Collection Methods/Instruments

A questionnaire was a data collection instrument to elicit information through written responses of the subjects [Grove 193;368]. Data collected was used to establish efficient extent of application, and effective utilization of internal environmental factors based on personnel management policies. The questionnaire consisted of likert questions closed – ended questions and a few open-ended questions. Questions were prepared and answering choice was provided. It enables the research process to get the option of the future reference expressed in the research.

The questionnaires have 4 sections, part A for demographic data, part B for efficient application of internal environmental factors, part C for effective utilization of internal environmental factors, and part D for employing standards of controlling processes of productivity in the Kenya Power and Lightening Company Limited. In connecting to data analysis, qualitative research employed individual in depth interviews group discussion to illicit data.

3.9. Data Analysis

In this aspect both qualitative and quantitative methods were used in analyzing data. Quantitative data analysis was processed in a structured logical approach based on concrete materials. Qualitative data analysis played a continuous interplay between theory and analyzing operationalization of efficient application and effective utilization of internal environmental factors and standards of controlling process in the Kenya Power and Lightening Company Limited.

In this connection qualitative and quantitative approaches focused on counting classified features and conducting statistical models and figures that explains effects of efficient and effective operationalization of internal environmental factors and employed standards of controlling process. The statistical tables and pie-chart were used to present readable data interventional. The data collected were subjected to both descriptive and inferential statistic with the help of the Statistical Package for Social Sciences [SPSS]. Descriptive statistics comprised frequencies, percentages, means and standard deviations. The inferential statistics took the form of Pearson's Moment Product Correlation and Multiple Regression Analysis. The results of the analysis were presented in form of tables indicated in chapter four.

The following multiple regression model was adopted as applied in chapter four.

$$Y = 0 + 1X_2 + 3X_3 +$$

Where;

Y Represents Organizational Productivity

0 represents Constant

X₁ represents Application of Internal Environmental Factors

X₂ represents Utilization of Internal Environment Factors

X3 represents Controlling Process of Standards Factors

represents Error Margin

1, 2, 3, represents Regression Coefficients.

3.10 Reliability and Validity

Consent was obtained from the subjects themselves. Anonymously, self-determination and confidentiality was ensured during administration of the questionnaires and report writing questionnaires were distributed to the subjects to ensure validity. Reliability and validity was further increased by presenting the questionnaires.

3.11 Research Ethics

3.11.1 Informed consent

Mugenda and Mugenda (2003) state that a researcher must confirm to the principle of voluntary consent where the respondents willingly participate in research. Informed consent should be based on the information regarding the purpose of the research study, identification of the researcher and benefits that may be received. According to Mugenda (2003), participation in research is voluntary and subjects are at liberty to withdraw from the study at any time without any consequences. The researcher communicated this to the respondents before the start of the study. The researcher through the trained assistants ensured that all respondents fully understand all the details pertaining to the study. No respondent was forced to take in the study but this was done voluntarily.

3.11.2 Voluntary Participation

No participant should be forced to partake in the research. The participants will participate or not participate in the research from their free will. This ensured that only willing respondents participated which resulted to the validity of the findings.

3.11.3 Confidentiality

In the letter of introduction, the researcher mentioned that all the information collected would be used for academic purposes. This went a long way in assuring respondents that the data they give would be handled with a lot of care.

3.11.4 Anonymity

This study did not require respondents to disclose their identity as a matter of protecting them. The respondents were therefore not required to write their names anywhere on the questionnaire so that their identity remains safeguarded.

3.11.5 Plagiarism

According to Orodho and Kombo (2002) plagiarism refers to passing off another person's work as if it were your own, by claiming credit for something that was done by someone else. It is taking and using another person's thoughts as if they were yours. Utmost care was taken to ensure that all work borrowed from other scholars were acknowledged.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter provides the analysis of results. The objective of the study was to find out how internal environment factors affect organizational productivity of Kenya Power and Lighting Company Limited. Results are presented objectively. The targeted respondents for the study were 68. The duly returned questionnaires were 75 which translate to a response rate of 110%. According to Mugenda and Mugenda (2003) a response rate of over 50% is satisfactory thus the study's response rate is considered a successful response rate.

4.1 Demographic Characteristics of the Respondents

This section provides the basic information related to the respondents. The results are presented in the form of graphs and pie charts.

4.1.1 Gender of the Respondents

The respondents were asked to indicate their gender and from the results in Figure 4.1 the majority was males who consisted of 42 of the target sample which translates to 56%. On the other hand, women represented forty-three percent of the target sample. These results imply that it was easier getting access to male respondents than female.

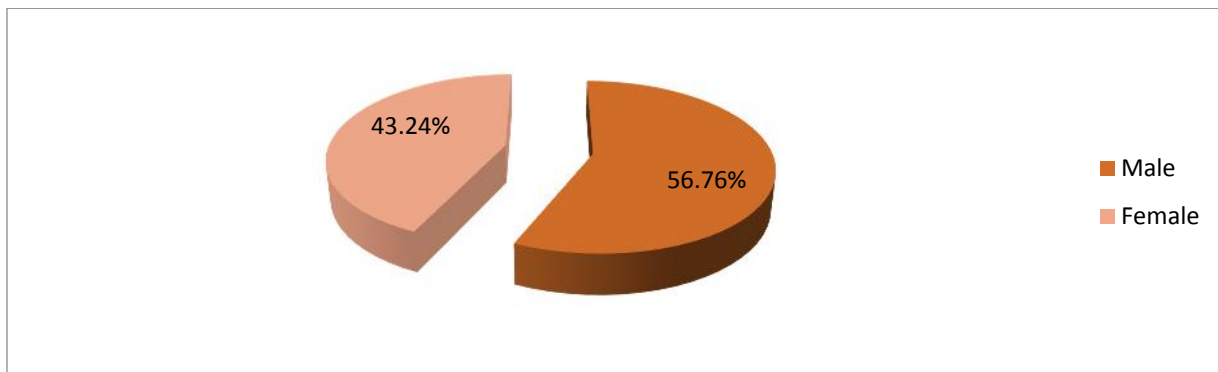


Figure 4.1.1: Gender of Respondents

4.1.2 Respondents' Age Bracket

Respondents were asked to indicate their ages and the results are presented in Figure 4.2. The results show that majority of the respondents were between 35 years to 40 years of age. The results also provide the statistics on what age group dominates the management of Kenya Power and Lighting Company Limited.

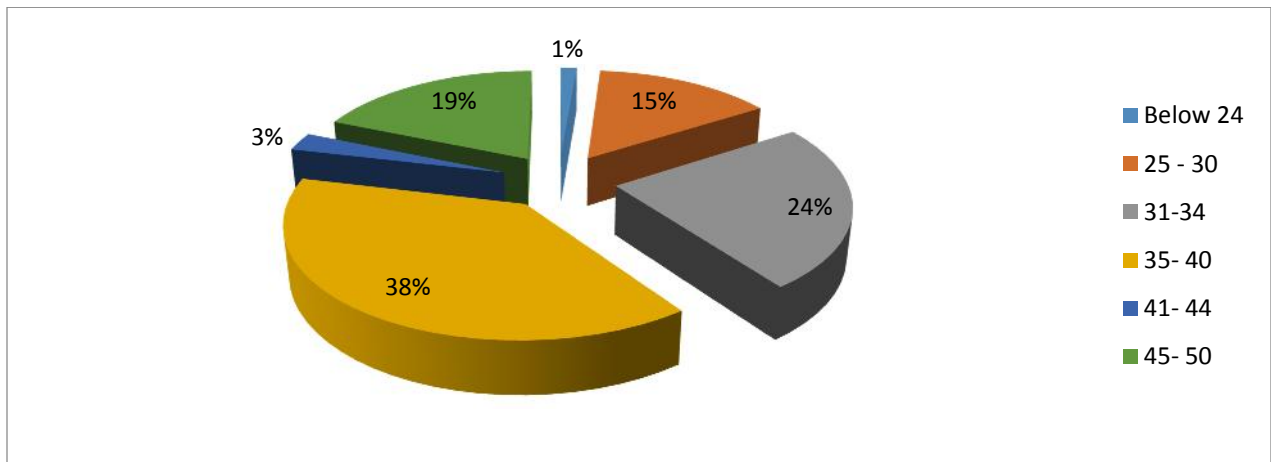


Figure 4.1.2 Age Bracket

4.1.3 Respondents' Highest Academic Qualification

Respondents were asked to indicate their highest academic qualification and the results are presented in Figure 4.3 below. The results show that majority (46%) of the respondents were bachelor's degree holders. The results also provide the statistics on what academic qualification dominates the management of Kenya Power and Lighting Company Limited.

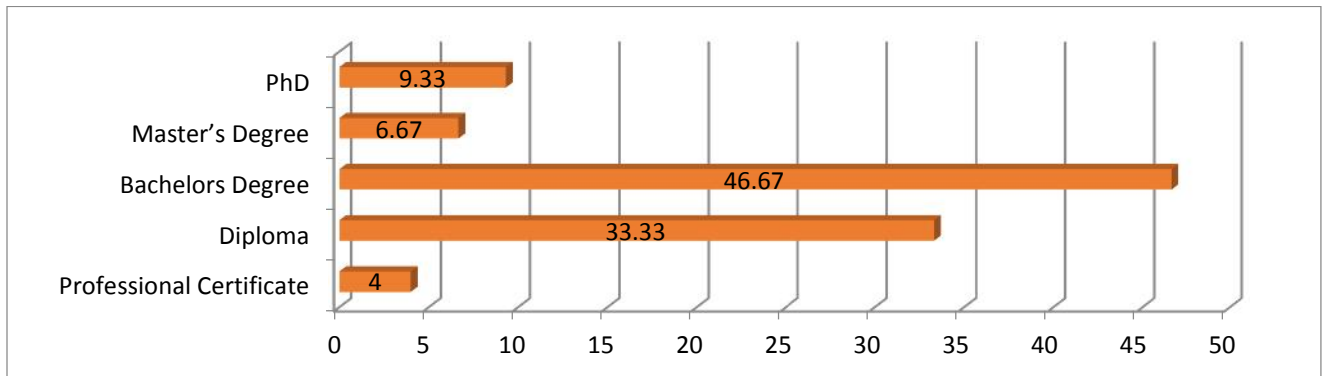


Figure 4.1.3: Highest Academic Qualification

4.1.4 Respondents' Years of Experience at Kenya Power

Respondents were asked to indicate their years of experience at Kenya Power and lighting Company Limited and the results are presented in Figure 4.4 below. Majority of the respondents (40%) had 6 years to 10 years of experience at Kenya Power and lighting Company Limited. The results also provide the statistics on what years of experience dominates the management at Kenya Power and lighting Company Limited.

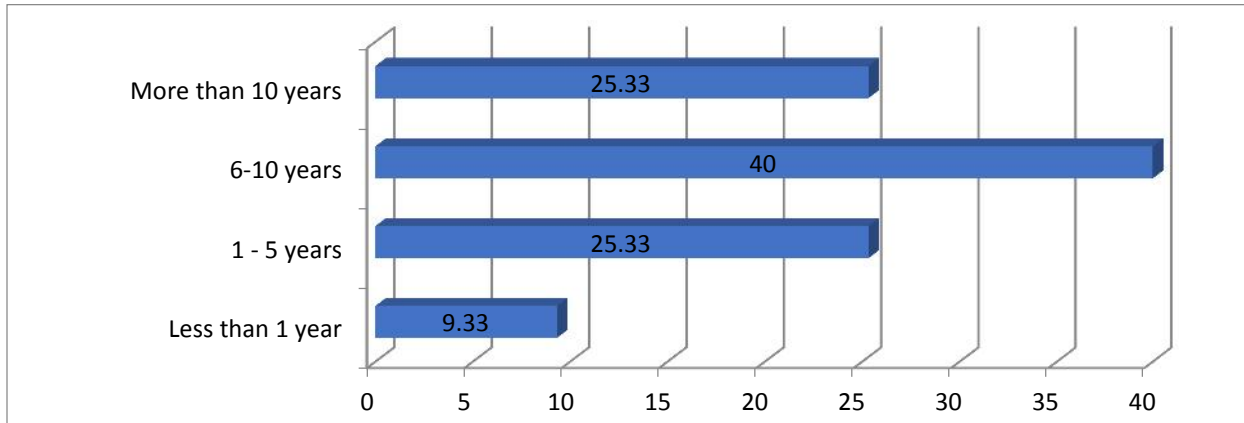


Figure 4.1.4: Years of Experience at Kenya Power and Lighting Company Limited

4.2 Efficient Application of Internal Environmental Factors

- i. In the table 4.1.1 65.33percent with a mean score of 3.973 indicated the high extent at which equity concept facilitate application of internal environmental factors.
- ii. In the table 4.1.2, 58.66 percent of the respondents with a main score of 2.9rated application of an equitable reward system as low in the company.
- iii. The application of the provision of motivating factors extended to the staff of the company was lowly rated by eighty percent of the respondents with a main score 4.2.13shown in the table 4.2.13 shown in the table 4.1.3.
- iv. The provision of the company's hygiene factors extended to the staff was rated unsatisfactory as indicated in the Table 4.1.4 by 70.66 percent of the respondents with a mean score of 4.04.
- v. Rating of the application of the techniques of manpower planning, human resource planning and human resource development wa ineffective as

indicated in table 4.16 according to 65.33% of the 49 respondents with a mean score of 3.827.

- vi. Data in the Table 4.1.8 indicates that geographical territory departmentalization is most efficiently used as rated by 45.33 percent of the respondents with a mean score of 2.707.
- vii. In the Table 4.1.9 the productivity control measures of relationship between the inputs and outputs, seventy –seven – point three percent of the respondents disagree with a mean score of 4.267 while eight percent of the respondents strongly agreed about existence of the production control measures.
- viii. In Table 4.1.10, 46.67% of the respondents stated employee’s performance evaluation technique system is not standardized while 17.33% respondents confirmed existence of standardized employee performance evaluation system with a mean score of 2.33.
- ix. In Table 4.1.11 forty (40%) respondents with a mean score of 2.853 agreed that there is need to establish and apply strategic control points to overcome negative reactions towards work control ethics and morals while twenty – six (34.67%) respondents were indifferent.
- x. The efficiency of personnel management policies in relation to human resource management functions, fourteen (60%) of the respondents as indicated in the Table rated if inefficient in a descending order.
- xi. Table 4.1 below indicates that 89.33% of the respondents disagreed that the application of training and management development programs were equitably extended and applied to staff of Kenya Power and Lighting Company Limited has also indicated by the mean of 4.64. The results also show that 77.33% of the respondents disagreed that there are productivity control measures of relationship between inputs and outputs within Kenya Power and Lighting Company Limited as indicated by the mean of 4.267. Seventy point seven percent of the respondents indicated that they were unsatisfied with provision of the company hygiene factors to the entire staff of Kenya Power is as supported by a mean of 4.04. Majority (45.33%) of

the respondents indicated that the process of geographical territory departmentalization was efficiently applied by the top management as shown by a mean of 2.707. Forty percent of the respondents indicated that they support the fact that Kenya Power and Lighting Company Limited need to establish and apply strategic control points that overcome negative reactions towards work control ethics and morals as supported by a mean of 2.853.

Table 4.1: Efficient Application of Internal Environmental Factors

What is the extent at which equity concept facilitates application of internal environmental factors	Frequency	Percent	Mean
Higher extent	5	6.67	3.973
High extent	3	4	
Indifferent	18	24	
Low extent	12	16	
Least extent	37	49.33	
Total	75	100	

2. Is there an equitable reward system of personnel management of Kenya Power and Lighting Company Limited?	Frequency	Percent	Mean
Most equitable awarded	3	4	3.853
More equitable awarded	8	10.67	
Indifferent	20	26.67	
Inadequately awarded	10	13.33	
Most inadequately awarded	34	45.33	
Total	75	100	

3. Is the provision of motivation factors adequately and equitable extended to staff in the Kenya Power and Lighting Company Limited?	Frequency	Percent	Mean
Most adequate and equitable applied	3	4	4.213
Adequate and equitable applied	3	4	
Indifferent	9	12	

Inadequate and equitable applied	20	26.67
Most inadequate and equitable applied	40	53.33
Total	75	100

4. How satisfying is the provision of the company hygiene factors to the entire staff of Kenya Power and Lighting Company Limited?

	Frequency	Percent	Mean
Highly satisfying	2	2.67	4.04
Satisfying	5	6.67	
Indifference	15	20	
Unsatisfying	19	25.33	
Least satisfying	34	45.33	
Total	75	100	

5. Are the application of training and management

development programs equitably extended and applied to staff of Kenya Power and Lighting Company Limited?

	Frequency	Percent	Mean
Strongly agree	3	4	4.64
Agree	2	2.67	
Indifferent	3	4	
Disagree	3	4	
Strongly disagree	64	85.33	
Total	75	100	

6. Rate the effectiveness of the techniques of manpower planning, human resource planning and human resource development in Kenya Power and Lighting Company Limited

	Frequency	Percent	Mean
Most effective facilitation	6	8	3.827
Effective facilitation	8	10.67	
Indifference	12	16	
Ineffective facilitation	16	21.33	
Most ineffective facilitation	33	44	
Total	75	100	

7. What is the efficiency of application of employee development in enriching knowledge, experience and skills of staff in the Kenya Power and Lighting company Limited?

	Frequency	Percent	Mean
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Most efficient	13	17.33	3.08
Efficient	13	17.33	
Indifferent	21	28	
Inefficient	11	14.67	
Most inefficient	17	22.67	
Total	75	100	

8. Is the process of geographical territory departmentalization efficiently applied by top management	Frequency	Percent	Mean
Most efficiently applied	27	36	2.707
Efficiently application	7	9.33	
Indifferent	16	21.33	
inefficiently application	11	14.67	
most inefficient application	14	18.67	
Total	75	100	

9. Are there productivity control measures of relationship between inputs and outputs within Kenya Power and Lighting Company Limited?	Frequency	Percent	Mean
Strongly agree	3	4	4.267
Agree	3	4	
Indifferent	11	14.67	
Disagree	12	16	
Strongly disagree	46	61.33	
Total	75	100	

10. Is the application of employee performance evaluation system in the company standardized?	Frequency	Percent	Mean
Strongly agree	6	8	3.52
Agree	7	9.33	
Indifferent	27	36	
Disagree	12	16	
Strongly disagree	23	30.67	
Total	75	100	

11. Are you supportive to the effect that Kenya Power and Lighting Company Limited need to establish and apply	Frequency	Percent	Mean
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strategic control points that overcome negative reactions towards work control ethics and morals?

Most supportive	9	12	2.853
Supportive	21	28	
Indifferent	26	34.67	
Unsupportive	10	13.33	
Most unsupportive	9	12	
Total	75	100	

12. Kindly indicate the efficiency of personnel management policies in relation to human resource management functions

	Frequency	Percent	Mean
Most effective extent	2	2.67	4
More effective extent	3	4	
Moderate effective	22	29.33	
Less effective extent	14	18.67	
Least effective extent	34	45.33	
Total	75	100	

4.3. Effective Utilization of the Internal Environment Factors

In analyzing the findings of this research, due consideration is given to global challenges facing human resource in Kenya Power and Lighting Company Limited, the strategic Human Resource Management and Administration on the patterns of planned Human Resource Deployments and activities in the geographical territories intended to enable the company to achieve its goals. Personnel management is an important element of the broad subject of Human Resource Management in the company while the Human Resource Management practices on the organization performance is conditioned by the company's Business Strategy.

The fundamental aims of strategic Human Resource Management in the company is to generate strategic capacities by ensuring that the organization has the skilled, committed and well-motivated employees. The company needs to achieve sustained competitive advantage. The company provides Human Resource management as the department often of direction so that the business needs of the organization and the individual and collective needs of its employees are met by the development and implement of coherent and practical Human Resources policies and programmes.

In the company, the research study noted that strategic human resource management function provides unifying frameworks which are at one hand, contingency based and integrative.

Table 4.2 below indicates that 90.66% of the respondents said that there is low extent of the motivating and hygiene factors that are optimally utilized in the place of work of the company as shown by a mean of 4.65. Majority (72%) of the respondents asserted that training opportunity programs offered by the Kenya Power and Lighting Company Limited are utilized to a low extent by its staff and supported by a mean of 4.17. Sixty-eight percent of the respondents said that the work flow provisions were utilized to low extent within the Kenya Power and Lighting Company Limited as shown by a mean of 3.97. Fifty percent of the respondents said that there was diligence in evaluation of staff to facilitate their promotion within the hierarchical job structure as shown by a mean of 2.24. Majority (54.67%) of the respondents asserted that the extent that Kenya Power and Lighting Company Limited comply with probation period before personnel is confirmed in a substantive post was high as asserted by a mean of 2.36.

Table 4.2: Effective Utilization of the Internal Environment Factors

1.To what extent are the work flow provisions utilized within the Kenya Power and Lighting Company Limited	Frequency	Percent	Mean
Highest extent	7	9.33	3.97
High extent	5	6.67	
Indifferent	12	16	
Low extent	10	13.33	
Lowest extent	41	54.67	
Total	75	100	
2.In connection with utilization of resources do the Top managers of the Kenya Power and Lighting Company Limited evaluate planned performance and standards verses actual performance and standards?	Frequency	Percent	Mean
Strongly agree	2	2.67	3.96
Agree	6	8	
Indifferent	20	26.67	
Disagree	12	16	
Strongly Disagree	35	46.67	
Total	75	100	

3.Are the provision of reward systems effectively utilized according to personnel management principles of the Kenya Power and Lighting Company Limited

	Frequency	Percent	Mean
Most effective utilization	6	8	3.57
Effective utilization	8	10.67	
Indifferent	21	28	
Ineffective utilization	17	22.67	
Most ineffective utilization	23	30.67	
Total	75	100	

4.To what extent is the motivating and hygiene factors are optimally utilized in the place of work of the Kenya Power and Lighting Company Limited.

	Frequency	Percent	Mean
Highest extent	2	2.67	4.65
high extent	1	1.33	
Indifferent	4	5.33	
Low extent	7	9.33	
Lowest extent	61	81.33	
Total	75	100	

5.Management promotion is strictly based on job requirements disregarding the negative impacts of external environment

	Frequency	Percent	Mean
Strongly agree	14	18.67	3.20
Agree	11	14.67	
Indifferent	18	24	
Disagree	10	13.33	
Strongly disagree	22	29.33	
Total	75	100	

6.The job requirement specification utilized for recruiting and hiring staff conform to the contents of job design

	Frequency	Percent	Mean
Strongly Agree	18	24	2.93
Agree	13	17.33	
Indifferent	14	18.67	
Disagree	16	21.33	
Strongly Disagree	14	18.67	
Total	75	100	

7.Does the utilization of job rotation and job enlargement employed occasionally enrich the staff in the Kenya Power and Lighting Company Limited?	Frequency	Percent	Mean
Most enriching	20	26.67	2.75
Enriching	11	14.67	
Indifferent	23	30.67	
Less enriching	10	13.33	
Least enriching	11	14.67	
Total	75	100	

8.In your own opinion to what extent are training opportunities programs offered by the Kenya Power and Lighting Company Limited utilized by its staff	Frequency	Percent	Mean
highest extent	1	1.33	4.17
high extent	3	4	
Indifferent	17	22.67	
Low extent	15	20	
Least extent	39	52	
Total	75	100	

9.How effective is the delegation by Divisional Business Heads in helping to hasten coordination of operations	Frequency	Percent	Mean
Most effective	7	9.33	3.35
Effective	9	12	
Indifferent	30	40	
Ineffective	9	12	
Most ineffective	20	26.67	
Total	75	100	

10.How effectively does the Kenya Power and Lighting Company Limited utilize a project structure approach to organize and allocate resources for different projects undertakings?	Frequency	Percent	Mean
Most effective utilization	12	16	2.60
Effective undertaking utilization	29	38.67	
Indifferent utilization	16	21.33	
Ineffective undertaking utilization	13	17.33	
Utilization most ineffective utilization	5	6.67	
Total	75	100	

11.To what extent does Kenya Power and Lighting Company Limited comply with probation period before personnel is confirmed in a substantive post

	Frequency	Percent	Mean
Higher extent	12	16	2.36
High extent	29	38.67	
Indifferent	16	21.33	
Lower extend	13	17.33	
Least extent	5	6.67	
Total	75	100	

12.What is the effectiveness of best management practices to satisfy the needs of customers?

	Frequency	Percent	Mean
Most effectively	25	33.33	2.57
Effective	9	12	
Indifferent	23	30.67	
Ineffective	9	12	
Most ineffective	9	12	
Total	75	100	

13.What is the level of diligence of evaluation of staff to facilitate their promotion within the hierarchical job structure?

	Frequency	Percent	Mean
Most diligently evaluated	30	40	2.24
Diligently evaluated	11	14.67	
Indifferent	24	32	
Less diligently evaluated	6	8	
Not diligent evaluated	4	5.33	
Total	75	100	

14.What is the level of effectiveness in Staff Performance Appraisal?

	Frequency	Percent	Mean
Most effective performance appraisal	20	26.67	3.17
Effective performance appraisal	9	12	
Indifference	10	13.33	
Ineffective performance appraisal	10	13.33	
Most ineffective performance appraisal	26	34.67	
Total	75	100	

15. Does each committee of the Divisions in the corporate organization of the Kenya Power and Lighting Company Limited publish value statements which together with corporate values act?

	Frequency	Percent	Mean
Yes	42	56.76	1.43
No	32	43.24	
Total	75	100	

4.4 Standards of Controlling Process

Table 4.3 below indicates that 86.67% of the respondents said that the collaboration of the Kenya Power and Lighting Company Limited with the Energy and Petroleum Regulatory Authority in overseeing conformance of quality standard was in effective as indicated by a mean of 4.68 while 85.34% of the respondents indicated that they disagree that the supply of electric energy and service delivery conforms to the controlling process standards of organizational productivity. Majority (49.34%) of the respondents agreed that Kenya Power and Lighting Company Limited collaborates with all levels of government to ensure that there is consistent supply of electricity as shown by the mean of 2.627 and 36% of the respondents were indifferent of the fact that the top management effectively monitors and evaluates the organizational standards periodically as shown by a mean of 2.960.

Table 4.3: Standards of Controlling Process

1.The supply of electric energy and service delivery conforms to the controlling process standards of organizational productivity.	Frequency	Percent	Mean
Strongly agree	1	1.33	4.4
Agree	1	1.33	
Indifferent	9	12	
Disagree	20	26.67	
Strongly disagree	44	58.67	
Total	75	100	

2.The Quality Control Division assesses the quality of Inventory Stock in conformance with quality standards.	Frequency	Percent	Mean
Strongly agree	3	4	4.227
Agree	4	5.33	

Indifferent	11	14.67
Disagree	12	16
Strongly disagree	45	60
Total	75	100

3.The provision of mechanized systems always readily available to facilitate Electricity Installation and Repairs in the geographical territories?

	Frequency	Percent	Mean
Strongly agree	2	2.67	4.107
Agree	6	8	
Indifferent	12	16	
Disagree	17	22.67	
Strongly disagree	38	50.67	
Total	75	100	

4.The Quality Control Division monitors and evaluates accurately organizational productivity in conformance with control processing standards

	Frequency	Percent	Mean
Strongly agree	2	2.7	3.905
Agree	11	14.86	
Indifferent	13	17.57	
Disagree	14	18.92	
Strongly disagree	34	45.95	
Total	75	100	

5.Effectiveness of collaboration of the Kenya Power and Lighting Company Limited with the Energy and Petroleum Regulatory Authority in overseeing conformance of quality standards.

	Frequency	Percent	Mean
Effective	2	2.67	4.68
Indifference	5	6.67	
Ineffective	6	8	
Most ineffective	62	82.67	
Total	75	100	

6. Kenya Power and Lighting Company Limited timely responds and delivers quality service to its customers in the geographical territories when need arise.

Frequency	Percent	Mean
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Strongly agree	9	12	3.493
Agree	11	14.67	
Indifferent	13	17.33	
Disagree	18	24	
Strongly disagree	24	32	
Total	75	100	

7.The top management effectively monitors and evaluates the organizational standards periodically

	Frequency	Percent	Mean
Strongly agree	14	18.67	2.960
Agree	12	16	
Indifferent	27	36	
Disagree	7	9.33	
Strongly disagree	15	20	
Total	75	100	

8.Kenya Power and Lighting Company Limited collaborates with all levels of government to ensure that there is consistent supply of electricity

	Frequency	Percent	Mean
Strongly agree	23	30.67	2.627
Agree	14	18.67	
Indifference	17	22.67	
Disagree	10	13.33	
Strongly disagree	11	14.67	
Total	75	100	

4.5 The Overall Regression Model

The results in table 4.4 below present the fitness of model used in the regression model to explain the study phenomena. The internal environment factors explained 62.6% of the productivity at Kenya Power and Lighting Company Limited. This is supported by coefficient of determination also known as the R square of 62.6%. This means that internal environment factors selected for this study explain 62.6% of productivity at Kenya Power and Lighting Company Limited and 37.4% of the productivity at Kenya Power and Lighting Company Limited are explained by other factors outside the study.

Table 4.4: Model Fitness for the Overall Model

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.787	0.626	-0.026	41.94514

Table 4.5 below provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant as supported by a P value of 0.000 which is less than the critical P value of 0.05. The $F_{cal}=36.479 > F_{critical} =2.4599$ at 0.05 which imply that internal environment factors selected for this study (efficient utilization of the internal environment factors, effective utilization of the internal and standards of controlling process) are good predictors of productivity at Kenya Power and Lighting Company Limited.

Table 4.5: Analysis of Variance for the Overall Model

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.982	3	1347.719	36.479	0.000
Residual	41.875	38	1759.395		
Total	70.857	41			

Regression of coefficients results in table 4.6 below shows that there is a positive and significant relationship between internal environment factors (efficient utilization of the internal environment factors, effective utilization of the internal and standards of controlling process) are good predictors of productivity at Kenya Power and Lighting Company Limited as supported by beta coefficient 0.957, 3.902 and 0.258 respectively. This was also supported by the t values whereby $T_{cal}=5.615, 9.148, 6.458 > T_{critical} =1.96$ at a 95 percent confidence level which depicts that effective utilization of the internal environment factors, efficient utilization of internal environment factors and standards of controlling process is related to productivity at Kenya Power and Lighting Company Limited. This implies that an increase efficient in utilization of the internal environment factors by one unit would increase productivity at Kenya Power and Lighting Company Limited by 0.957 units. This also implies that an increase in effective utilization of internal environment factors by one unit would productivity at Kenya Power and Lighting Company Limited by 3.902 units. This also implies that an increase in standards of controlling

process by one unit would increase productivity at Kenya Power and Lighting Company Limited by 0.258 units.

Table 4.6: Regression of Coefficients for the Overall Model

		Std. Error	t	Sig.
(Constant)	7.387	19.652	0.252	0.909
Efficient utilization of the internal environment factors	0.957	3.763	5.615	0.000
Effective utilization of the internal environment factors	3.902	4.177	9.148	0.000
Standards of controlling process	0.258	4.67	6.458	0.001

Productivity at Kenya Power and Lighting Company Limited = 7.387+0.957efficient application of the internal environment factors +3.902 effective utilization of the internal environment factors +0.258standards of controlling process

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter finalizes the study by providing the conclusions and recommendations. The conclusions and recommendations are aligned to the specific objectives of the study. The study will also identify and suggest areas of further research.

5.1 Conclusions

In line with the above findings the study concluded that efficient utilization of the internal environment factors affect productivity at Kenya Power and Lighting Company Limited. Specifically, the process of geographical territory departmentalization was efficiently applied the by top management and Kenya Power and Lighting Company Limited need to establish and apply strategic control points that overcome negative reactions towards work control ethics and morals. The study found out that effective utilization of the Internal Environment Factors affects Productivity at Kenya Power and Lighting Company Limited. Specifically, there was diligence in evaluation of staff to facilitate their promotion within the hierarchical job structure at Kenya Power

and the extent that Kenya Power and Lighting Company Limited comply with probation period before personnel is confirmed in a substantive post was high.

However, the standards of controlling process affect productivity at Kenya Power and Lighting Company Limited where it collaborates with the Ministry of Energy, the Board of the Company and all levels of government to ensure that there is consistent supply of electricity and there is indifference to the fact that the top management effectively monitors and evaluates the organizational standards periodically.

The study concludes that there is a positive and significant relationship between internal environment factors (efficient utilization of the internal environment factors, effective utilization of the internal environment factors and standards of controlling process) and productivity at Kenya Power.

5.2 Recommendations of the Research Study

5.2.1 Recommendations for Theory and Knowledge

This study results validate the resource based theory. The resource based theory proved useful in identifying the critical factors. In particular, it was through the resource based theory that the study was able to identify the employees as resource in Kenya Power. The study also validated the several theories by showing their usefulness. For instance, the study applied expectancy and the organizations theories.

5.2.2 Recommendations for Managerial Policy and Practice

The findings the study recommends that Kenya Power and Lighting Company Limited needs to establish and apply strategic control points that overcome negative reactions towards work control ethics and moral in boosting the productivity of Kenya Power and Lighting Company Limited through the efficient utilization of the internal environment.

The study also recommends that in order to address effective utilization of the Internal Environment Factors affecting productivity at Kenya Power, the organization need be diligent in evaluation of staff to facilitate their promotion within the hierarchical job structure at Kenya Power and Lighting Company Limited.

The study further recommends that, in order to curb standards of controlling process; time standards, quality standards, cost standards, productivity standards among others that affect

productivity at Kenya Power and Lighting Company Limited, the organization should further collaborate with the Ministry of Energy, the Board of the Company and all levels of government to ensure that there is consistent supply of electricity.

5.3 Suggestions for Further Study

The study recommends that the future studies should address the potential relationships of Internal Environment Factors and the productivity, as well as strategic solutions to the causes of deteriorating internal environment factors.

The study on Human Resource Management should be conducted to establish compliance to the set standards for managing the activities of the human resource management particular on staffing. The study also recommends that a replica of this study can be carried out with a further scope to include more industries in Kenya and other Non-Governmental organizations other than Kenya Power and Lighting Company Limited for comparison purposes. This will strengthen the ideas on the Internal Environment Factors that affect the employee Productivity and the measures of the employee productivity. The recommendations from this will greatly inform policy making by both the Government and Non- Governmental Organizations.

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SURVEY QUESTIONNAIRE

INTERNAL ENVIRONMENT FACTORS AFFECTING ORGANIZATIONAL PRODUCTIVITY

1. Efficient Application/of Internal Environmental Factors

1.1 Is the Kenya Power and Lighting Company Limited rate the extent at which **equity concept** facilitate instilling fairness and transparency in application of reward systems, motivation, training opportunities, job design and structure to the staff in the light of principles of PERSONNEL management anchored in good governance framework.

- i. Higher extent
- ii. High extent
- iii. Indifferent
- iv. Low extent
- v. Less extent
- vi. Least extent

1.2 Are the reward systems (salary management, overtime payment promotion, commendation letters and accelerated promotional) of personnel management equitably and awarded applied to staff of Kenya Power and Lighting Company Limited? Tick in the box whichever is applicable.

- i. More equitable awarded
- ii. More equitable awarded
- iii. Indifferent
- iv. Inadequate awarded
- v. Most inadequate awarded

1.3 Is the provision of the following: motivators: an achievement recognition; work itself; responsibility; opportunity for growth and advancement adequately and equitable extended to staff in the Kenya Power and Lighting Company Limited?

- i. Most adequate and equitable applied
- ii. Adequate and equitable applied
- iii. Indifferent
- iv. Inadequate and equitable applied
- v. Most inadequate and equitable applied

1.4 Is the provision of the following hygiene factors: interpersonal relations, company policy, administrative practices, supervision, position status, job security, pay and benefits do satisfy entire staff expectation of Kenya Power and Lighting Company Limited?

- i. Highly satisfying
- ii. Satisfying
- iii. Indifference
- iv. Unsatisfying
- v. Least satisfying

1.5 In regard to resource based system, do you agree application of training and management development programmes are equitably extended applied to staff to develop their skills and competence in the Kenya Power and Lighting Company Limited?

- i. Strongly agree
- ii. Agreeable
- iii. Indifferent
- iv. Disagree
- v. Strongly disagree

1.6 In any functional division of Kenya Power and Lighting Company Limited, rate extent of effectiveness to which the techniques of manpower planning, human resource planning and human resource development facilitate staffing process. Tick in the box.

- i. Most effective facilitation
- ii. Effective facilitation
- iii. Indifference
- iv. Ineffective facilitation
- v. Most ineffective facilitation

1.7 Is the application of job rotation, job enlargement and job enrichment employed in the company effectively enrich knowledge, experience and skills of staff in the company?

- i. Most efficient
- ii. Efficient
- iii. Indifferent
- iv. Inefficient
- v. Most inefficient

1.8 Is the process of geographical territory departmentalization in terms of functional divisions, functions, departmentalization by division, departmentalization by geographical territory, departmentalization by product/business, departmentalization by customers, departmentalization by project and a combined departmentalization approach of activities) efficiently applied by top management (chief executive, divisional executive heads) in the company? Tick in the box

- i. Most efficiently applied
- ii. Efficiently application
- iii. indifference
- iv. inefficiently application
- v. most inefficient application

1.9 Do you agree productivity control is a measure of relationship between inputs (labor, capital, natural resources, energy etc.) and control of outputs (goods and services) in terms of both quality and quantity? Tick in the box where applicable?

- i. Strongly agree
- ii. Agree
- iii. Indifference
- iv. Disagree
- v. Strongly disagree

1.10 Is it agreeable that application of employee performance evaluation appraisal system in the company gives each worker the same rating that is not fair to the individual who is a superior performer nor do they assist in performance? Indicate in the box.

- i. Strongly agreeable
- ii. Agreeable
- iii. Indifference
- iv. Disagreeable
- v. Strongly disagreeable

1.11 Are you supportive to the effect that Kenya Power and Lighting Company Limited need to establish and apply **strategic control points** that overcome negative reactions towards work control **ethics** and **morals** to correct unacceptable behavior, employ disciplinary action to ensuring employee behavior is consistent with the company's rules as well as establishing consistent rules in assisting the organization accomplish its objectives and employs progressive discipline without severe punishment but based on oral warning, written warning and suspension unless it is to the extreme extent of seriousness. Tick in the box

- i. Most supportive
- ii. Supportive
- iii. Indifferent
- iv. Unsupportive
- v. Most unsupportive

1.12 Specify the extent to which personnel management policies inject personnel principles into human resource management functions of line departments

- i. Most effective extent
- ii. More effective extent
- iii. Moderate effective
- iv. Less effective extent
- v. Least effective extent

2. Effective Utilization of the Internal Environment factors

2.1 Rate to what extent are the following provisions: (i. Rewards systems, ii. Motivation system, iii. training programme/opportunities, iv. Job design, v. structure, vi. electricity line cables, vii. Electricity poles viii. Electricity line clip accessories, ix electricity professional tools x. mechanized fork-lift ladders) utilized within the Kenya Power and Lighting Company Limited. Tick in the Box.

- i. Higher extent
- ii. High extent
- iii. Indifferent
- iv. Low extent
- v. Lowest extent

2.2 In connection with **utilization of resources** in the context of **Adams Equity Theory**, do the Top managers of the Kenya Power and Lighting Company Limited set, implement and monitor diligently the following steps: **i.** established standards to measure performance **ii.** Measurement of actual performance, **iii.** Comparison of performance with standards, **iv.** taking corrective actions on staff performance.

- i. Most diligently Monitoring
- ii. Diligently Monitoring
- iii. Indifferent
- iv. Disagree
- v. Strongly Disagree

2.3 Are the provision of reward systems (salary increment, overtime payment, promotion, commendation letter and accelerated promotion) **effectively utilized** according to personnel management principles of the Kenya Power and Lighting Company Limited.

- i. Most effective utilization
- ii. Effective utilization
- iii. Indifference
- iv. Ineffective utilization
- v. Most ineffective utilization

2.4 To what extent is the provision of **motivating factors** and **hygiene factors** are optimally utilized in the place of work of the company.

- i. Highest optimum extent
- ii. Lowest optimum extent
- iii. Indifferent
- iv. Lowest optimum extent
- v. Lowest optimum extent

2.5 In the light of Job Design and Career Progression Guidelines in complement with the Staff Grading Structure of the Kenya Power and Lighting Company Limited, do you agree that lower, middle, top and general managers within the company are promoted to the next grade based on acquired skills, experience and competencies disregarding the negative impacts of external environment

- i. Strongly agree
- ii. Agree
- iii. Indifferent
- iv. Disagree
- v. Strongly disagree

2.6 Is the job employment specification utilized by the Company for recruiting and hiring staff conform with the contents of job design?

- i. Most confirmative with the design
- ii. Confirmative with job design
- iii. Indifferent
- iv. Inconformance with job design
- v. Most inconformance with job design

2.7 Is the utilization of job rotation, job enlargement and job enrichment employed occasionally to enrich knowledge, experience and skills of staff in the Kenya Power and Lighting Company?

- i. Most enriching
- ii. More enriching
- iii. Moderately enriching
- iv. Less moderating enriching
- v. Least moderating enriching

2.8 In your own opinion do training opportunities programs offered by the Kenya Power and Lighting Company Limited extensively utilized by its staff

- i. Most extensively utilized
- ii. Extensively utilized
- iii. Indifferent
- iv. Inextensively utilized
- v. Most intensively utilized

2.9 Does the Geographical Territory Structures **effectively** help the Divisional Business Heads to hasten, delegation of authority and coordination of operations in the Nairobi City County?

- i. Most effective delegation
- ii. Effective delegation
- iii. Indifferent
- iv. Ineffective delegation
- v. Most ineffective delegation

2.10 In connection with Project Coordination, does the Kenya Power and Lighting Company Limited utilize **effective** a combined structure approach of activities or project structure approach (division, project, matrix, product, customer and geographical territory structures) to organizing and allocating both intangible and tangible resources for different projects undertakings in the Nairobi City County or in other Counties.

- i. Most effective utilization
- ii. Effective undertaking utilization
- iii. Indifferent utilization
- iv. Ineffective undertaking utilization
- v. Utilization most ineffective utilization

2.11 To what extent of the compliance with probation period, is potential personnel confirmed in a substantive post while working in the Kenya Power and Lighting Company. Tick in the box

- i. Higher extent compliance with 6 months
- ii. High extent compliance with 12 months
- iii. Indifferent
- iv. Lower extend compliance with 6 months

v. Least extent compliance with 12 months

2.12 In achieving objectives of **Equity Theory**, do the Kenya Power and Lighting Company Limited **utilize effectively** Span of Management Control, Workforce Diversity Techniques, Delegation of Authority and Management by Objectives to improve quality of electric energy supply, serviceability responses and decision making to satisfy the needs of customers in competitive market.

i. Most effectively

ii. Effective

iii. Indifferent

iv. Ineffective

v. Most ineffective

2.13 In utilizing of internal environmental factors (i.e. Job Design), do the Kenya Power and Lighting Company Limited, evaluate their staff diligently to facilitate their promotion in span of three years to the next grade within the hierarchical job structure in the grading structure. Tick in the box.

i. Most diligent evaluated

ii. Diligent evaluated

iii. Indifferent

iv. Indeligent evaluated

v. Most indeligent evaluated

2.14 **Is Staff Performance Appraisal** effectively utilized based on the Concept of Management by Objectives, emphasizing on setting objectives/goals against individual performance that encourage staff self-appraisal and staff self-development.

i. Most effective performance appraisal

ii. Effective performance appraisal

iii. Indifference

iv. Ineffective performance appraisal

v. Most ineffective performance appraisal

2.15 Do you agree that each committee of the Divisions in the corporate organization of the Kenya Power and Lighting Company Limited publish value statement which together with corporate values act as a guide to all employees as to how and why services are to be provided without delay

- i. Yes
- ii. No

3. Standards of Controlling Process

3.1 is the supply of electric energy and service delivery to the competitive market conform to the following controlling process standards of organizational productivity; time, cost, quality, productivity, behavior and reliability anchored in the good corporate governance framework in all countries. Tick in the box

- i. Most conformative
- ii. Conformative
- iii. Indifferent
- iv. Inconformative
- v. Most inconformative

3.2 in every quarter of the Year, do the Quality Control Division in collaboration with the Procurement and Purchasing Division and Engineering Division diligently assess the quality of Inventory Stock in conformance with the following: time standards, quality standards, cost standards and feature standards, chemical composition standards inclusive of inventory control techniques. Tick in the box.

- i. Most diligent assessment
- ii. Diligent assessment
- iii. Indifferent
- iv. Low diligent assessment
- v. Least diligent assessment

3.3 Is the provision of fork lift inclusive of motor vehicle(lorry), mechanized ladder, ladders always readily available to facilitate Electricity Line Installation or Cable Line Repairing or Electric Transformer Kit Installation or undertaking Accessories Repairing in the geographical territories

- i. Most readily available
- ii. Readily available

- iii. Indifferent
- iv. Unreadily available
- v. Most unreadily available

3.4 In the Kenya Power and Lighting Company Limited, does the Quality Control Division quarterly in a year compile data, monitor and evaluate accurately organizational productivity in conformance with control processing of standards: time standards, quality standards, cost standards, behavioral standards, productivity standards, reliability standards, serviceability standards and chemical composition standards for submission to the Chief Executive Office on behalf of the Management Board?

- i. Most accurate evaluation
- ii. Accurate evaluation
- iii. Indifferent
- iv. Inaccurate evaluation
- v. Most inaccurate evaluation

3.5 Specify extent of effective collaboration of the Kenya Power and Lighting Company Limited with the Energy and Petroleum Regulatory Authority in overseeing conformance of quality relationship between INPUTS (labour capital, natural resources, equipment, technology, energy) and OUTPUTS in terms of organizational productivity. Tick in the box.

- i. Most effective collaboration in conformance
- ii. Effective collaboration in conformance
- iii. Indifference
- iv. Ineffective collaboration in conformance
- v. Most ineffective collaboration in conformance

3.6. Does the Kenya Power and Lighting Company Limited timely respond and deliver quality service to its customers within a short duration of time when need arises in the geographical territories? Tick in the box.

- i. Highly timely response
- ii. Timely response
- iii. Indifference
-

- iv. Timely response
- v. Least timely response

3.7 In the Kenya Power and Lighting Company Limited, does the Quality Control Division or Business Strategy Division or Customer Care Division effectively monitor and evaluate the organizational productivity after every three months respectively. Tick in the box

- i. Most effective monitoring
- ii. Effective monitoring
- iii. Indifferent
- iv. Ineffective monitoring
- v. Most ineffective monitoring

3.8 Do the Kenya Power and Lighting Company Limited collaborates with the Nairobi City Council including other counties to ensure that there is consistent supply of electricity in the vehicle parking yards of residential estates, streets lighting leading to residential estates including designated areas by the Company Limited

- i. Strongly agree
- ii. Agree
- iii. Indifference
- iv. Disagree
- v. Strongly disagree