FACTORS AFFECTING EMPLOYEE PERFORMANCE IN AN ORGANIZATION: A CASE STUDY OF POSTAL CORPORATION OF KENYA

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OCTOBER 2017
DECLARATION

This report is my original work and has not been presented for a degree in any other University.

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BML/9/00244/3/2014

This report has been submitted for examination with my approval as University Supervisor.

Signature………………………… Date ………………….

David Kanyanjua

The Management University of Africa
DEDICATION

This work is dedicated to my beloved wife Priscilla, my sons Frank and Kayden who have been my greatest source of inspiration for working hard. This research project would not have been accomplished without your love, patience, encouragement and understanding. Thank you
ACKNOWLEDGMENT

I wish to acknowledge the almighty God for his guidance and support through my studies even to this moment. I also wish to acknowledge the support and guidance plus timely advice of my supervisor David Kanyanjua and the staff of The Management University of Africa for their dedication and support towards making my degree a success.
ABSTRACT

This study was carried out to ascertain the effect of performance of employees in organizations. The study used four variables which included; Employee motivation, Job design, Management style and Working conditions. The study seeks to benefit the Postal corporation management, HR consultants, scholars and trade unions. The study used descriptive research design and data was collected by use of questionnaires. The target population was 3500 respondents from all the selected levels of management and these involved categories where respondents were selected using stratified random sampling techniques. The sample size was 350 respondents. The study findings were analyzed and presented in form of charts, tables and graphs and through the use of qualitative and quantitative techniques. The study findings showed that employee motivation, job design, management style and working conditions have a positive relation with that of employee performance. Majority of the employees find it important that their superiors recognize them for a job well done. Most of the employees are not satisfied with their reward system. Majority of them indicated that they were not motivated by the challenges faced by their jobs. Most of the employees’ jobs require high skills, and they are not routine as well. Their jobs are self-explanatory and they also give them the chance to arrange themselves. Also, employees are able to define their jobs. The organization has a clear division of responsibilities and their superiors motivate them to perform better with their clear information and direction. However, most of the employees are not engaged in the decision-making process and they are not encouraged to be innovative by the management. The management also does not practice proper ethics in their internal dealings within the organization. The environment in the organization is conducive enough and catalyzes the performance of employees in the organization. There are no much cases of bullying or harassment of any sort. However, the culture in the organization was not supportive emotionally. Most of the employees understand the procedures and policies of the organization. They are always in touch with their superiors and work well with their colleagues. However, majority of the employees do not take part in projects that benefiting the organization neither do they take part in solving problems in the organization. It was recommended that the management should find a way of motivating every employee for every employee is not the same. The management should engage the staff in the decision-making process.
# TABLE OF CONTENTS

DECLARATION.......................................................................................................................... ii

DEDICATION ............................................................................................................................ iii

ACKNOWLEDGMENT ............................................................................................................... iv

ABSTRACT ............................................................................................................................... v

TABLE OF CONTENTS............................................................................................................. vi

LIST OF TABLES .................................................................................................................... xi

ACRONYMS AND ABBREVIATIONS ...................................................................................... xiv

OPERATIONAL DEFINATION TERMS .................................................................................... xv

INTRODUCTION ....................................................................................................................... 1

CHAPTER ONE........................................................................................................................... 1

1.0 Introduction....................................................................................................................... 1

1.1 Background of the study ................................................................................................. 1

1.1.1 Profile of Postal Corporation of Kenya .................................................................... 4

1.2 Statement of the problem .............................................................................................. 4

1.3 Objectives ....................................................................................................................... 5

1.3.1 Overall Objective ..................................................................................................... 5

1.3.2 Specific Objective ..................................................................................................... 5
1.4 Research Question ................................................................. 6
1.5 Justification of the study .......................................................... 6
1.6 Scope of the study .................................................................. 7
1.7 Chapter summary ................................................................. 7

CHAPTER TWO .............................................................................. 8

LITERATURE REVIEW .................................................................. 8
2.0 Introduction ........................................................................... 8
2.1 Theoretical Literature Review ................................................ 8
  2.1.1 Expectancy theory by Victor Vroom ..................................... 8
  2.1.2 Equity theory by Lawler and Adams ................................. 9
2.2 Empirical Literature Review .................................................. 10
  2.2.1 Employee motivation and staff performance ...................... 10
  2.2.2 Job design and staff performance .................................... 11
  2.2.3 Working conditions and staff performance ....................... 13
  2.2.4 Management style and staff performance ......................... 14
2.3 Summary and Research gaps ............................................... 15
2.4 Conceptual framework .......................................................... 17
2.5 Operationalization of Variables ............................................ 17
  2.5.1 Employee motivation ....................................................... 17
  2.5.2 Job design .................................................................... 18
4.0 Introduction ..................................................................................................................25

4.1 Presentation of Research findings..................................................................................25

4.1.1 Response rate ...........................................................................................................25

4.1.2 Descriptive findings ..................................................................................................26

4.1.3 Employee motivation .................................................................................................34

4.1.4 Job design ................................................................................................................36

4.1.5 Management style ....................................................................................................39

4.1.6 Working conditions ..................................................................................................43

4.1.7 Employee performance .............................................................................................46

4.2 Limitations of the study ...............................................................................................47

4.2.1 Lack of cooperation ...................................................................................................47

4.3 Chapter summary ..........................................................................................................48

CHAPTER FIVE ..................................................................................................................49

SUMMARY, CONCLUSION AND RECOMMENDATIONS .............................................49

5.0 Introduction ..................................................................................................................49

5.1 Summary of the findings ...............................................................................................49

5.1.1 How does employee motivation affect employee performance in Postal Corporation of Kenya? .................................................................49

5.1.2 What is the effect of job design on employee performance in Postal Corporation of Kenya? .................................................................50
5.1.3 In what way does management style affect employee performance in Postal Corporation of Kenya? .................................................................50

5.1.4 To what extent does working conditions affect employee performance in Postal Corporation of Kenya? .................................................................51

5.2 Conclusion.................................................................................................51

5.3 Recommendations.....................................................................................52

5.4 Suggestion for further research..................................................................53

References........................................................................................................54

APPENDIX I........................................................................................................i

INTRODUCTORY LETTER .................................................................................i

APPENDIX II .....................................................................................................i

QUESTIONNAIRE.................................................................................................i
LIST OF TABLES

Table 3.1: Table showing the target population

Table 3.2: Table showing the Sample size of the population

Table 4.1: Table showing the response rate

Table 4.2: Table showing the gender of respondents

Table 4.3: Table showing the age of respondents

Table 4.4: Table showing the management level of respondents

Table 4.5: Table showing the department distribution of respondents

Table 4.6: Table showing the tenure of workers in the organization

Table 4.7: Table showing the education level of respondents

Table 4.8: Table showing response on whether employee motivation affects performance of employees

Table 4.9: Table showing the extent of agreement on statements regarding effects of employee motivation on employee performance

Table 4.10: Table showing response on whether job design affects employee performance in organizations

Table 4.11: Table showing the extent of agreement on statements regarding effects of job design on employee performance

Table 4.12: Table showing the response on whether management style affects performance of employees.
Table 4.13: Table showing the extent of agreement on statements regarding effects of management style on employee performance

Table 4.14: Table showing response on whether working conditions affect the performance of staff at the organization

Table 4.15: Table showing the extent of agreement on statements regarding effect of working conditions on employee performance

Table 4.16: Table showing the extent of agreement on performance rating of employees
LIST OF FIGURES

Figure 2.1: Diagram showing the relationship between theories, independent and dependent variables

Figure 4.1: Figure showing the response rate

Figure 4.2: Figure showing the gender of the respondents

Figure 4.3: Figure showing the age of respondents

Figure 4.4: Figure showing the management level of respondents

Figure 4.5: Figure showing department distribution of respondents

Figure 4.6: Figure showing the tenure of workers in the organization

Figure 4.7: Figure showing education level of respondents

Figure 4.8: Figure showing response on whether employee motivation affects the performance of employees

Figure 4.9: Figure showing response on whether job design affects employee performance in organizations

Figure 4.10: Figure showing the response on whether management style affects performance of employees

Figure 4.11: Figure showing response on whether working conditions affect the performance of staff at the organization
# ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCK</td>
<td>Postal Corporation of Kenya</td>
</tr>
<tr>
<td>IFS</td>
<td>International Financial System</td>
</tr>
<tr>
<td>EMS</td>
<td>Electronic Mail Service</td>
</tr>
<tr>
<td>OHS</td>
<td>Occupational Health and Safety</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium-Scale Enterprise</td>
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OPERATIONAL DEFINATION TERMS

**Employee motivation:** The amount of energy commitment and innovation imposed by employees to their place of work.

**Job design:** The function of the HR department of an organization that is concerned with specifying of work content, their methods and relations regarding these jobs so as to satisfy the technology as well as organizational needs and the personal requirements of the people doing these jobs.

**Management style:** Ways of making of decisions and relating to subordinates.

**Working conditions:** The circumstances in which an employee is subjected to at their work station.
INTRODUCTION

CHAPTER ONE

1.0 Introduction

This section gives a foreground of the subject in question, further provides a problem statement, the main reason of the study and the specific reasons the research question, significance of the study finally a scope of company.

1.1 Background of the study

Employee performance management is an organizational process that aligns the employee measures, skills, competency, development plans and delivery of results. The business dictionary defines it as activities related to a job that is required of an employee, and how well these are done. In an organizational setting, there are different types of resources that are used to enhance the smooth operations of an organization such as human capital, money, machinery and raw materials. Out of all these resources, human capital is the only living resource that an organization has. Any organization can be able to afford the right materials or enough money or even up-to-date machinery to conduct their operations smoothly but not every organization can afford the right human capital. Human resource is a very vital asset to an organization because it helps an organization achieve its competitive edge against its competition in the same industry. For this reason, employee performance is very important to the twenty first century organizations for this will enable them compete favorably against the changing environment with other organizations.

Robin (1998), as cited by (M’Mbui, 2011) indicates that performance may be influenced by a number of factors which include; individual personality, the values instilled in them,
attitudes and competence of an individual which is a mixture of how they perceive things and their motivation. However, it was also indicated that biographical characteristics like their age, their sex, status of marriage and seniority level could not really give exact and reproductive facts of links to improve employee accomplishments and their job satisfaction.

For one to get to know how well or badly they may have performed, a performance management tool has to be used to assess them. There are various tools that could be used in measuring success in an organization according to Guck (2013). The first tool is the 360-degree feedback that is used on managers by the people that work with them on a day-to-day basis. Secondly, the balanced score-card may be used which entails a combination of quantifiable information such as sales quotas and budget position. Another tool that can be used is management by objectives where managers come up with goals for the employees then they get to be measured at the end of a period to see whether these goals have been attained. Self-evaluation is a tool used by an individual to measure their own performance in comparison with that of their superior (Gunk, 2013).

Organizations are facing increased competition due to globalization, and external environmental factors. Each and every organization has the responsibility to enhance the performance of their employees because of its importance in achieving optimate goals (Nassazi, 2013). The effective management of your employees’ performance should: contribute to business success by ensuring that individual efforts are linked to business objectives; improve the motivation and performance of staff by giving them positive feedback and by providing them with opportunities for training and development; provide a basis for linking rewards to performance; give the company more information about indi-
individuals and their needs (Cushway, 2015). A job performance that is good gives an individual an assurance of security hence they do not hop from one job to another in search of a new position. This happens when their managers are able to understand their expectations and professional goals, as well as giving them feedback from time to time just to make sure that they are at their best. All in all, good job performance enhances the reputation of an employee hence enhancing them in developing their careers (McQuerrey, 2014).

Recruitment of the right staff, employee redundancy, talent retention, development of staff as well as issues with performance management processes tend to be the major obstacle that Nigeria and Uganda face in achieving optimum productivity in their organizations. This may be resolved however by good rewarding systems and development and training (Onyije, 2014 and Kyakulumbye, 2013) as cited by (Kibichii, Kiptum, & Chege, 2016).

Productivity in Pakistan is perceived as a threat to many organizations because many managers do not practice good performance management techniques. This can be suctioned by implementing proper performance management techniques such as motivation to increase the psych of employees. (Karimi, Malik and Hussain, 2011 and Khan and Gautam 2014) as cited by (Kibichii, Kiptum, & Chege, 2016)

In Kenya, a number of studies conducted in different banks, the ministry of Energy as well as various supermarkets indicate that a good performance management process may actually affect the productivity of employees in an organization (Gichuhi, Abaja and Ochieng, 2012; Fletcher, 2002 and Omusebe, Kimani and Musiega, 2013) as cited by (Kibichii, Kiptum, & Chege, 2016).
1.1.1 Profile of Postal Corporation of Kenya

Postal Corporation of Kenya came to being in July 1999 after splitting up from what was initially called Kenya Post and Telecommunications which was initially under the East African Post and Telecommunication before the break-up of the East African Community in 1977. PCK was later on created by an Act of Parliament in 1998 that has enabled it to operate as a public enterprise in Kenya. The mandate of the corporation is to provide accessible, affordable and reliable postal services throughout the country. The organization’s mission is to deliver innovative superior communication, Distribution and Financial (Payment) solutions to their customers and create value to stakeholders. PCK has a total of 623 outlets spread across the country over time. The organization works alongside with other postal administrations across the East Africa region to provide money transfer services through the International Financial System (IFS). The organization possesses an International Postal System that is used in tracking of mails and tracks so as to enhance security of transportation of mails and other goods (www.posta.co.ke).

1.2 Statement of the problem

Performance management helps in ensuring that its workers contribute towards the objectives, goals and mission of the organization, setting employee expectations motivating them to work hard. By improving the performance of an employee, the overall performance of an organization is automatically improved (Ying, 2012). An effective performance management system should have the capability to enhance success of an organization as well as ensuring that the employees are also well motivated (Cushway, 2015).
PCK has been undergoing quite a number of challenges in the recent past. From high employee turnover, to employees expressing their dissatisfaction through go-slow and even strikes, to expressing a vote of no confidence by the board on two of their most recent Managing Directors. Being a parastatal, the organization has quite a number of opportunities to expand its business and increase its profits but this does not seem to be the case though. The organization without a doubt has surely survived through the tough economic times by trying to re-invent itself through adopting the new technologies but still, the organization is still running on debts and recently it announced that it was going to retrench the older generation and give room for younger and fresher blood that will come in to enhance the performance of the organization. It is quite evident that updated equipment, or new technologies or pumping in more money into projects by the government is not enough to enhance productivity of an organization nor maximize profits. Better performance can only be achieved when the employees use their unique wits to enhance the productivity of the organization.

1.3 Objectives

1.3.1 Overall Objective

The main purpose of this research was to establish the factors affecting employee performance within organizations.

1.3.2 Specific Objective

The specific purposes of the study were;

i. To establish the effect of employee motivation on employee performance in Postal Corporation of Kenya.
ii. To assess the effect of job design on employee performance in Postal Corporation of Kenya.

iii. To find out the effect of working conditions on employee performance in Postal Corporation of Kenya.

iv. To establish the effect of management style on employee performance in Postal Corporation of Kenya.

1.4 Research Question

The research questions used in the study were as follows:

i. How does employee motivation affect employee performance in Postal Corporation of Kenya?

ii. What is the effect of job design on employee performance in Postal Corporation of Kenya?

iii. To what extent does working condition affect employee performance in Postal Corporation of Kenya?

iv. In what way does management style affect employee performance in Postal Corporation of Kenya?

1.5 Justification of the study

This study would be of great benefit to HR practices in this area of employee performance as it is one that can guide on how to effectively undertake this task by using methods and techniques that have been tried and tested by other practitioners across the world and also in creating new HR policies and procedures that can be used by in this changing and competitive environment.
The findings of this study could be very useful to the management of Postal Corporation of Kenya, in that, the management will be able to identify the reason behind the poor performance of the employees and seek to improve on them as they strive to attain organizational objectives.

Scholars that may intent to conduct a study on the same topic may find this study important, in that the information herein may be used as a form of literature so as to help them comprehend further on this topic.

Trade unions in Kenya could immensely benefit from this research as well. The findings of this research would help in the restructure of the objectives set by these unions regarding workers and also enable them to understand the plight of workers and in return, they will be able to fight for them accordingly.

**1.6 Scope of the study**

This study was limited to Postal Corporation of Kenya whose headquarter is in Nairobi County. The study dealt with four variables which included; employee motivation, job design, working conditions and management style. The organization has a total of 3500 staff across all levels of management across the country. The study took a total of four months commencing from June to September the year 2017.

**1.7 Chapter summary**

This section gives a sneak pick on employee performance stating its need and importance to the organization. A statement of the problem was also given followed by the profile of the organization at hand. The general as well as the specific objectives of the study were also given followed by the research question. The justification of the study was given then finally the scope which gives the details about the organization at hand.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This section talks about the theories related to factors affecting staff performance in organizations. It also gives an empirical literature review, summary and research gap, the conceptual framework as well as operationalization of variables.

2.1 Theoretical Literature Review
The following theories will guide this study;

2.1.1 Expectancy theory by Victor Vroom
Vroom’s (1964), as cited by (Parijat & Bagga, 2014) emphasized on the mental process that takes place within an individual regarding change. This theory puts much focus on interest of self in connection with the expected behaviors, rewards as well as organizational set goals. This theory distinguishes effort from general performance as well as its outcome. It perceives behavior as a result of the sub-conscious choice that aims at maximizing pleasure and detesting pain. Expectancy is introduced, which is basically increasing Effort that will lead to increased results, Instrumentality which is basically estimating the probability of an individual achievement on their task that will lead to different outcomes of work and finally Valence which is the strength of an employee’s preference for a specific type of reward (Ball). This theory focuses on vital aspects in management which include; performance, reward, effort and finally personal goals. It provides a sort of quantitative formula to finding out the motivation of employees (Parijat & Bagga, 2014). For performances to be enhanced, managers ought to come up with systems where
reward and performance work together. They also sought to make sure that reward offered is deserved by the one receiving it. Managers should engage employees in training to improve the capabilities of their employees and also the belief that that hard work yields good performance (Ball). Hence its relevance to this study.

2.1.2 Equity theory by Lawler and Adams

This theory was proposed by Adams (1956), whereby he wanted to know how employees would react when subjected to fair or unfair treatment as compared to other employees. According to this theory, employees that are treated unjustly compared to others will bring about a state of tension that may lead them to minimize their effort at work or even quit their jobs. This theory tries to show the outcome of employees that believe in being treated justly at their place of work. It indicates the importance of justice and fairness at the workplace such as employees having the feeling of control over their future with their employees. This is because an unfair system that is full of victimization, unpredictability undermines the employee belief that effort will result in a negative outcome. They should be able to see the importance of acting with all modesty towards their subordinates, and also how equity may come in handy in different situations and its effect to the organization as a result of employee reactions (Al-Zawahreh & Al-Madi). This theory is very much relevant to this study in that it points out some of the reasons as to why employees may decide to underperform at their work stations.
2.2 Empirical Literature Review

2.2.1 Employee motivation and staff performance

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).

Waiyaki (2017) sought the relationship between motivation and staff performance in a study carried out at Pam Golding Properties. The study revealed that the management of Pam Golding Properties partially used motivational goal-setting as a motivator to their employees. They also allowed the employees to be involved when setting their goals, although they did not find them challenging or difficult at all, despite them being specific. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed. Additionally, there was no mentorship program for employees either during on-boarding or to achieve their goals and this would be greatly beneficial to them. The study concluded that the employees at Pam Golding Properties were highly dissatisfied
with the monetary packages that were offered by the company. The employees saw these incentives as not competitive compared to other organizations in the same field. In conclusion, the study agreed to the fact that money was a great motivator and the organization should actually look into satisfying its employees accordingly by it. Indeed, a positive relationship between motivation and performance can be deduced from this study (Waiyaki, 2017).

Nadeem, Ahmad, Muhammad and Hamad (2014) put various companies in Multan city, Pakistan under scrutiny to determine whether motivation affected the performance in these organizations. In the study, an analysis of different aspects of motivation more specifically in private organizations were made and found out that most of them were not motivated. The findings of the study indicated that motivation is necessary for each and every firm for it surely affects the overall performance of the employees and helps them achieve their overall goals. A firm that takes proper care of their employees progresses (Nadeem, Ahmad, Muhammad, & Hamad, 2014).

From the above studies, we can actually conclude that motivation is a very important factor on the performance on employees.

2.2.2 Job design and staff performance

A study that was conducted by Zareen, Razzaq and Mujtaba (2013) to see whether job design had an impact on performance of employees. The study came up with a new variable known as psychological perception just to put an emphasis on how employees act towards a job design. Job design, job enrichment and job enlargement were put together as variables in a conceptual framework to show the relationship that they have with performance of employees. From the findings, we get to see that different employees had
different goals to achieve in an organizational setting. There are those desire to flourish through challenging work, those that may want to be given the chance to present their innovations to the organization, and those that are very much okay with routine. In conclusion, the study indicated that the nature of work of an individual is dependent on the personality of an individual, and once these needs are met, productivity would be achieved (Zareen, Razzaq, & Mujtaba, 2013).

Aroosiya and Ali (2013) carried out a study to ascertain whether performance of employees in Sri Lanka at their school could be affected by their job design. The findings found that there was a direct relationship between the two variables to the school’s employees. The study recommended that a school should strive to put to place an effective task identity, feedback and autonomy in order to enhance the performance of the teachers, which would in turn improve the overall performance at JD for school teachers (Aroosiya & Ali, 2013)

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.
2.2.3 Working conditions and staff performance

According to an ILO report published in 2013, various researches identify quite a number of tools and policies have been sought to enhance occupational health and safety (OHS) on SMEs often emphasizing proactive measures that are sensitive to specific characteristics and sectoral differences. These include the provision of advice through intermediaries, supply chain initiatives, targeted industry programs and the simplified implementation of OSH systems (Quinlan, Croucher, Stambitz, & Vickers, 2013).

A study carried in Tanzania by Oswald (2012), purposed to identify whether performance of health providers in the district of Tarime is affected by their working conditions putting into consideration the four-performance indicator which include; competence, productivity, availability and responsiveness with relevance to study. The results of the findings showed an adverse effect on the performance of the health providers. The availability of equipment, drugs and a sound building for work was enough to enhance the performance of workers and absence of the same would indicate poor performance to the employees. (Oswald, 2012).

Tetteh, Asieda, Odei, Bright-Afful, & Akwaboah (2012), carried out a study purposed to find out whether there was a positive or negative relationship between employees and the environment that they were working in. Results of the findings indicated that the relationship between employees and their managers were poor. The study concluded that the environment which an employee in subjected affected their performance at Produce Buying Company in a big way and positively. With regards to these findings, it is only right to acknowledge that companies should improve the working conditions of an organization to enhance staff performance (Tetteh, Asieda, Odei, Bright-Afful, & Akwaboah, 2012)
A study carried out by Quinlan, Croucher, Stambitz, & Vickers (2013), based on a literature review evaluated the knowledge state that there was on voice of employees, the conditions through which they worked in health and safety as well their ability to develop and positive outcome in SMEs was done. The main focus of the study was practices with relations to OHS, salaries and wages, time of work practices done by the human resource. The research established that there was some sort of positive relation between the areas of study and various types of positive outcomes the enterprise. Positive results entailed low employee turnover, greater contribution of employees to the overall wellbeing of the organization, enhanced productivity as well as great profits, great sales and customer satisfaction (Quinlan, Croucher, Stambitz, & Vickers, 2013).

2.2.4 Management style and staff performance

Lodinya (2014), carried out a study aimed to investigate whether performance of employees was affected by styles of management putting much emphasis on the management styles exhibited by managers in Norwegian People’s Aid, Yei Vocational Training Centre in South Sudan in enhancing employee performance and specific management style that affected Managers in Norwegian People’s Aid, Yei Vocational Training and employee performance. The research however recommended to have a balanced management style so as to reflect the interest of the employees to enhance employee performance for a competitive advantage (Lodinya, 2014).

A study was also conducted by Irtwange & Orsaah (2009), to find out whether management style had any impact on the performance of staff at the University of Agriculture in Makurudi using the Ohio state University of Michigan model. The vice chancellor was indicated to be below the required limits on management style as well as
consideration. The study also seek to identify whether the management style of the vice chancellor had any effect to the performance of staff in the institution. The performance indicators indicated poor performance on the employees in the study. The findings of the study effective management of human resources and other organizational resources could actually improve the overall performance of these individuals (Irwange & Orsaah, 2009). Another study done by Okon and Isong (2016), examined whether management style had an effect on employee performance. The findings of the analysis indicated that there was an affirmative relationship between management styles and the performance of employees. There was also an indication that participative management style had a more positive relation to employee performance compared to other styles of management. This is to imply that small business owners should actually embrace this kind of style to enhance their performance (Okon & Isong, 2016).

The studies above indicate that management styles indeed affect the performance of individuals in organizations.

2.3 Summary and Research gaps

It is quite evident that there is a positive relation between performance and motivation from the empirical literature above. Elements such as employee recognition, involvement of employees, interacting with employees, employee development, granting of leadership opportunities are seen to be motivating factors according to these previously done studies. Motivation is seen as a catalyst of efficiency in organizations. However, it is argued that each and every individual is motivated differently and the managers come supervisors should be able to identify what their employee is motivated with in order to enhance their level of satisfaction.
Job design is also seen as a very crucial factor on performance of employees from the above literature. Task identity, feedback, task significance, task variety and autonomy are only but a few elements in job design that may be enhanced to facilitate the performance of employees. Still on job design, different individuals flourish in their jobs in different dispensations. There are those who thrive in challenges, those who are innovative and those that are just comfortable with routine. The management should be able to also identify this and be able to subject each and every employee to the conditions that suit them well.

Working conditions have a great impact on the performance of individuals from the above literature. Making sure that the organization’s environment is conducive can prove to be very vital toward the overall performance of individuals in an organization with availability of tools and equipment being the most important element.

Styles of management was seen to have a positive relation with the performance of employees in an organization. No particular style of management was seen as most preferred however from the above studies. It was indicated that each style had its pros and cons and may be applicable to a particular situation. Bottom line, a manager that is understanding and one that involves the employees was seen as a better manager and catalyzed the performance of employees in the organization.

Much has been done to determine factors affecting the performance of employees in an organization. Depending on culture, each organization may have different factors affecting their performance.
2.4 Conceptual framework

The study will examine four variables which include; employee motivation, job design, management style and working conditions in relations to the main objective which is employee performance. The following conceptual framework was used.

Figure 2.1: Diagram showing the relationship between theories, independent and dependent variables

2.5 Operationalization of Variables

2.5.1 Employee motivation

Motivation is the amount of energy, commitment and innovation imposed by an employee to their place of work. A well-motivated employee is a crucial asset to the organization regardless of the economic conditions that a country may encounter. There are various ways in which an employee may be motivated. However, in this study, the research is limited to measure motivation by use of rewards, recognition, feedback and the nature of
jobs. It is the duty of each and every manager to identify what a particular employee may perceive as a motivator in order to enable them to continue performing their tasks in a much better way.

2.5.2 Job design

Job design which is also referred to as work design is a function of the HRM department of an organization that is concerned with specifying of work content, their methods and relations regarding these jobs so as to satisfy the technology as well as the organizational needs and then the personal requirements of the people doing these jobs. The main reason for implementing a job design is to enable the employer to put the right person in the right workstation and also enhance their level of satisfaction in order to attain maximum productivity.

2.5.3 Management style

Management styles are characteristic ways of making decisions and relating to subordinates. According to Prasetya and Kato (2011), the most important reason of management styles is to improve the performance of the staff working at the organization and as a result improve the overall productivity of the organization by utilizing these human resources well. Because of this for effective and efficient organisation management, the human factor must be critically looked out from the employee performance point of view.

2.5.4 Working conditions

Working conditions are the circumstances in which an employee is subjected to at their workstation. They include; their physical environment, the local amenities and facilities, stress as well as noise levels, the degree of safety at this particular work station and the
likes. Quality working environment is important and it may greatly determine the level to which employees are productive at their work place.

2.6 Chapter Summary

This chapter introduced us to the literature review where relevant theories were given regarding the subject of the study. An empirical literature review was also given where past research on the same topic in question was given, then a summary and research gap of the topic in question. A conceptual framework was drawn to show the relationship between the theories, independent as well as the dependent variable and finally, the operationalization of variables gave a wrap up to this chapter.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section gives a detail of the research methodology that will be used in carrying out this study.

3.1 Research Design

According to Kothari and Garg (2014), research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari & Garg, 2014). Descriptive research design will be used. Kenya Institute of Management (2009) indicates that this kind of study is concerned with describing the characteristics of a particular individual or of a group. The results from descriptive research can help a researcher to capture interesting naturally occurring behavior (Kenya Institute of Management, 2009). Case study will be used in this research.

3.2 Target population

This is basically the entire group of specimens to which a researcher is interested in deriving a conclusion from them. It is basically a theoretical population that may or may not be as accurate. In this study, the staff of Postal Corporation of Kenya that happen to be 3500 staff across all levels of management spread across all branches countrywide were the target population and is illustrated bellow.
Table 3.1: Table showing the research target population

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>Middle management</td>
<td>388</td>
<td>11</td>
</tr>
<tr>
<td>Support</td>
<td>3100</td>
<td>88</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3500</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.3 Sample and sampling design

Kothari and Garg (2014) describe sampling is taking any portion of a universe as representative of that population or universe. (Kothari & Garg, 2014). Stratified random sampling will be used in this study. The population in this study will be divided into three categories where each group will produce an item to be the sample (Kenya Institute of Management, 2009). Small sample size may lead to research errors whereas a large sample size reduces the chances of errors. 10% sample and above is therefore usually the recommended sample size (Kerlinger, 1983). In this study, the sample size will be 10% of the total environment which amounts to 350 employees from them headquarter which is at GPO Nairobi. They are subdivided into levels of management which include; top management, middle management as well as support staff.

Table 3.2 Table showing the Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Middle management</td>
<td>94</td>
<td>27</td>
</tr>
<tr>
<td>Subordinates</td>
<td>250</td>
<td>71</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>350</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
3.4 Instruments

Morris (2001), A data collection instrument is a tool used to gather information in a planned manner for the sole purpose of research. These instruments can vary from interviews, to questionnaires, and even records that were available. This study will use questionnaires which is primary data to collect data from respondents. Sekaran (2002) defines primary data as information that is obtained first hand (Sekaran, 2002). The questionnaire was seen as the most preferable collection tool because of its accuracy and also it ensured privacy of the respondents. The Likert format was made, because of its ability to yield equal-interval data.

3.5 Pilot study

A Pilot study was carried out to clarify instructions, determine appropriate levels of independent variables, determine the reliability and validity of the observational methods (Bodens, 2008). The study handed out Questionnaires to 6 employees of Posta who were not to be included in the final sample. This was for the purposes of validation of the questionnaires so as to achieve accuracy on the main intention of this questionnaire. (Mugenda and Mugenda 2003).

3.5.1 Validity

According to Wallen (2000), validity relates to the quality attributed to the degree to which they conform to establish knowledge or truth. The research supervisor went through the questionnaire just to make sure that they are good enough for the process.

3.5.2 Reliability test

This is the extent to which a research instrument measures what it is designed to measure. A reliability measure will be achieved by estimating how well the items checking the
same concept yield the same results. An instrument’s reliability is enhanced through the identification of data required and multiple usage of this instrument in a field test. Five questionnaires were given out to the respondents prior to determine whether the questions were clear and concise enough for the respondents. Revision was however done accordingly for those questions that seemed unclear.

### 3.6 Data collection Procedure

Responsible conduct in data management describes data collection as the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypothesis and evaluate outcomes. Data collection was carried out by use of questionnaires. An introductory letter from the university was used so as to create that confidence among respondents. The questionnaires will not have interpreted due to the assumption that the target population is literate. The researcher issued the questionnaire to the respondents on one on one interaction and will beguidance where it was need.

### 3.7 Data analysis and presentation

Data analysis is described as the inspection, purification then later transformation and modelling of data so as to discover important information. Editing will first of all be carried out, coding of verbatim will then follow and then tabulation of these results will be carried out. The data will be analyzed using qualitative and quantitative techniques. Quantitative technique data will be expressed in numerical form that was measured with standard scale. Qualitative techniques; the results will be provided in form of explanatory notes or measurements with non-standard scale. The final data will later on be presented in form of pie-charts, tables and graphs.
3.8 Ethical consideration

The following ways will address how participants were protected;

3.8.1 Informed consent and voluntary participation

The researcher saw to it that the respondents agreed to take part in the process without any feeling of being pressured. The participants were asked to verbally agree on whether they wanted to participate and those that refused were left to be.

3.8.2 Confidentiality, privacy and anonymity

The potential respondents will not be identified in any manner. The researcher will explain to the respondents that no one will know whether they are the ones that answered the questionnaires will not be shown to the management or anyone whatsoever apart from the Research assistants that will work on the data gathered

3.9 Chapter Summary

This chapter printed out how to carry out the actual research on the study. It began with a research design, target population, Sample and sampling design, data collection instruments, pilot study and reason behind the pilot study, data collection procedures, analysis and presentation of data and finally ways of protecting the respondents through ethical consideration.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This section provides the findings of the study and detailed discussion of the research using explanations, tables, graphs and charts where applicable. The limitations of the study will be discussed as well.

4.1 Presentation of Research findings

4.1.1 Response rate

Out of the 350 questionnaires that were given, 250 questionnaires were properly answered and returned which was 71.4% of the total questionnaires, while 100 questionnaires were either not returned or not correctly filled which was 28.6% of the total questionnaires. Mugenda and Mugenda (2003) aid that 50% of a sample data is good enough to carry on with the research so, 71% was quite good enough for the researcher to continue with the analysis of the data. The information on the response rate is illustrated in Figure 4.1 and Table 4.1.

Table 4.1: Table showing the response rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>250</td>
<td>71.4</td>
</tr>
<tr>
<td>No response</td>
<td>100</td>
<td>28.6</td>
</tr>
<tr>
<td>Total</td>
<td>350</td>
<td>100</td>
</tr>
</tbody>
</table>
4.1.2 Descriptive findings

Under this section, the researcher sought to establish the demographic characteristics of the respondents. The researcher sought to find out the sex of the respondents, their age bracket, their level of management, the department that they were in, their tenure in the organization and finally their level of education. The information is broken down as follows;

4.1.2.1 Gender of respondents

Out of the 250 respondents, 115 indicated that they were male which was 46% of the total respondents, while 135 respondents were female which was 54% of the total respondents. The information is illustrated in the Figure 4.2 and Table 4.2
Table 4.2: Table showing the gender of respondents

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>115</td>
<td>46</td>
</tr>
<tr>
<td>Female</td>
<td>135</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2: Figure showing the gender of respondents

4.1.2.2 Age of respondents

Respondents were asked to indicate their ages. Their ages were given in age brackets. Five respondents were below 25 years (2%), forty respondents were between 26 and 35 years (16%). Sixty respondents (24%) indicated that they were between 36 and 45 years and eighty-five (34%) respondents indicated that they were between ages 46 and 55 years. Those that were above 55 years were 60 respondents (24%). This information is illustrated in the Figure 4.3 and Table 4.3.
### Table 4.3: Table showing the age of respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>26-35 years</td>
<td>40</td>
<td>16</td>
</tr>
<tr>
<td>36-45 years</td>
<td>60</td>
<td>24</td>
</tr>
<tr>
<td>46-55 years</td>
<td>85</td>
<td>34</td>
</tr>
<tr>
<td>Above 55 years</td>
<td>60</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### Figure 4.3: Figure showing the age of respondents

![Distribution of age of respondents](chart)

#### 4.1.2.3 Management Level

Respondents were asked to indicate the level of management that they were in. Four of them indicated that they were in the top management which was 1.6% of the total number of respondents. Sixty of them indicated that they were in the middle management level which was 24% of the total respondents while 186 indicated that they were support
staff which was 74.4% of the total respondents. This information is illustrated in the Figure 4.4 and Table 4.4.

**Table 4.4: Table showing the management level of respondents**

<table>
<thead>
<tr>
<th>Management level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>4</td>
<td>1.6</td>
</tr>
<tr>
<td>Middle management</td>
<td>60</td>
<td>24</td>
</tr>
<tr>
<td>Support</td>
<td>186</td>
<td>74.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Figure 4.4: Figure showing the management level of respondents**

4.1.2.4 Departments

Respondents were asked to record the departments that they were in. Out of the eleven departments, nine (3.6%) recorded that they were from ICT, sixteen (6.4%) recorded that they were from finance, ten (4%) recorded that they were from business coordination, four (1.6%) recorded that they were from government business department, fifteen (6%)
indicated that they were from financial services department, nine (3.6%) indicated that they were from Human Resource department, ninety (37%) recorded that they were from Operations, twenty (8%) recorded that they were from EMS department, seventy (29%) recorded that they were from the mails department, one (0.4%) recorded from corporation secretary office while one (0.4%) was from special projects department. The information is illustrated in the Figure 4.5 and Table 4.5;

Table 4.5: Table showing the department distribution of respondents

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT</td>
<td>9</td>
<td>3.6</td>
</tr>
<tr>
<td>Finance</td>
<td>16</td>
<td>6.4</td>
</tr>
<tr>
<td>Business coordination</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Government business</td>
<td>4</td>
<td>1.6</td>
</tr>
<tr>
<td>Financial services</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>Human resource</td>
<td>9</td>
<td>3.6</td>
</tr>
<tr>
<td>Operations</td>
<td>90</td>
<td>37</td>
</tr>
<tr>
<td>EMS</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Mails</td>
<td>70</td>
<td>29</td>
</tr>
<tr>
<td>Corporation secretary</td>
<td>1</td>
<td>0.4</td>
</tr>
<tr>
<td>Special projects</td>
<td>1</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.1.2.5 Tenure of respondents

Respondents were asked to indicate the number of years they had worked for Posta. Fifteen respondents (6%) recorded that they had worked between 0 and 5 years, thirty-five (14%) indicated that they had worked between 6 and 10 years, eighty respondents (32%) indicated that they had worked between 11 and 15 years, sixty respondents (24%) indicated that they had worked between 16 and 20 years while sixty respondents (24%) indicated that they had worked for over 20 years. This is a clear indication that the retention rate of employees at the organization is quite high. The information is illustrated in the Table 4.6 and Figure 4.6
Table 4.6: Table showing the tenure of workers in the organization

<table>
<thead>
<tr>
<th>Tenure in years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>6-10 years</td>
<td>35</td>
<td>14</td>
</tr>
<tr>
<td>11-15 years</td>
<td>80</td>
<td>32</td>
</tr>
<tr>
<td>16-20 years</td>
<td>60</td>
<td>24</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>60</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.6: Figure showing the tenure of workers in the organization

4.1.2.6 Education Level

Respondents were also asked to indicate their highest level of education. Five respondents (2%) indicated that their highest level of education was primary level, thirty respondents (12%) indicated that their highest level of education as secondary school, thirty respondents (12%) recorded that their highest level of education was A-levels. Eighty (32%) recorded to had reached diploma level whereas seventy-five respondents (30%) recorded that undergraduate degree was their highest level of education. Twenty-five respondents (10%) indicated that masters level was their highest level of education where
as five respondents (2%) claimed to have attained doctorate. Majority of the respondents are learned. However, the organization is seen to consider employing individuals with no professional qualifications, that is, primary, secondary as well as A-Level. The information is illustrated in the Table 4.7 and Figure 4.7

**Table 4.7: Table showing education level of respondents**

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Secondary</td>
<td>30</td>
<td>12</td>
</tr>
<tr>
<td>A-Level</td>
<td>30</td>
<td>12</td>
</tr>
<tr>
<td>Diploma</td>
<td>80</td>
<td>32</td>
</tr>
<tr>
<td>Degree</td>
<td>75</td>
<td>30</td>
</tr>
<tr>
<td>Masters</td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td>PHD</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Figure 4.7: Figure showing education level of respondents**
4.1.3 Employee motivation

In this section, respondents were asked various questions regarding motivation and performance.

4.1.3.1 Effect of employee motivation on performance of employees

Respondents were asked to indicate whether they thought that employee motivation affected the performance of staff in their organization. 230 (92%) respondents indicated that it indeed affected the performance of staff, while 20 (8%) respondents felt that it did not really affect the performance of respondents. This indicates that employee motivation does indeed affect the performance of employees in the organization. The information is illustrated in the Figure 4.8 and Table 4.8.

Table 4.8: Table showing response on whether employee motivation affects performance of employees

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>230</td>
<td>92</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>
4.1.3.2 Influence of Employee motivation on performance of employees in the organization.

Respondents were subjected to a number of statements regarding motivation where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree (A) and 5 was Strongly Agree (SA). They were asked to indicate their extent of agreement on whether recognition by my manager/supervisor for a job well-done is very important to them. 12(4.8%) strongly disagreed, 15(6%) disagreed, 63(25.2%) were neutral, 108(43.2%) agreed while 52(20.8%) strongly agreed to it. They were also asked to indicate whether they are motivated by the reward system and it makes them perform better. 69(27.6%) strongly disagreed, 62(24.8%) disagreed, 53(21.2%) were neutral, 38(15.2%) agreed while 28(11.2%) strongly agreed. They were to indicate whether the company us-
es monetary rewards like base pay, commissions, bonus incentives and health allowances to make them perform better. 35(14%) strongly disagreed, 42(16.8%) disagreed, 10(4%) were neutral, 105(42%) agreed, while 58(23.2%) strongly agreed. They were also to indicate whether they regularly receive constructive feedback from their superiors. 13(5.2%) strongly disagreed, 19 (7.6%) disagreed, 37(14.8%) were neutral, 140(56%) agreed while 41(16.4%) strongly agreed. They were also to agree whether challenges that their jobs provide motivates them to perform better. 70(28%) strongly disagreed, 77(30.8%) disagreed, 10(4%) were neutral, 60(24%) agreed while 33 (13.2%) strongly agreed. Table 4.9 gives a summary distribution of the respondents’ views on the same.

Table 4.9: Table showing the extent of agreement on statements regarding effects of Employee motivation on employee performance

<table>
<thead>
<tr>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition by my manager/supervisor for a job well-done is very important to me</td>
<td>12 (4.8%)</td>
<td>15 (6%)</td>
<td>63 (25.2%)</td>
<td>108 (43%)</td>
<td>52 (20.8%)</td>
</tr>
<tr>
<td>I am motivated by our reward system and it makes me perform better</td>
<td>69 (27.6%)</td>
<td>62 (24.8%)</td>
<td>53 (21.2%)</td>
<td>38 (15.2%)</td>
<td>28 (11.2%)</td>
</tr>
<tr>
<td>Our company uses monetary rewards like base pay, commissions, bonus incentives and health allowances to make us perform better</td>
<td>35 (14%)</td>
<td>42 (16.8%)</td>
<td>10 (4%)</td>
<td>105 (42%)</td>
<td>58 (23.2%)</td>
</tr>
<tr>
<td>I regularly receive constructive feedback from my superiors</td>
<td>13 (5.2%)</td>
<td>19 (7.6%)</td>
<td>37 (14.8%)</td>
<td>140 (56%)</td>
<td>41 (16.4%)</td>
</tr>
<tr>
<td>The challenges that my job provides motivates me to perform better</td>
<td>70 (28%)</td>
<td>77 (30.8%)</td>
<td>10 (4%)</td>
<td>60 (24%)</td>
<td>33 (13.2%)</td>
</tr>
</tbody>
</table>

4.1.4 Job design

Under this section respondents were asked questions regarding job design on their performance
4.1.4.1 Effect of job design on employee performance

Respondents were asked to indicate whether job design affected their performance at Posta. 168 (67.2%) respondents felt that it indeed affected their performance while 82 (32.8%) respondents thought that it did not. This is to imply that job design does in fact affect employee performance This information is summarized in the Table 4.10 and Figure 4.9

Table 4.10: Table showing response on whether job design affects employee performance in the organization

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>168</td>
<td>67.2</td>
</tr>
<tr>
<td>No</td>
<td>82</td>
<td>32.8</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>
4.1.4.2 Influence of Job design on performance of employees in the organization

Respondents were subjected to a number of statements regarding job design and its effect on performance where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree(A) and 5 was Strongly Agree (SA). They were asked their extent of agreement on whether they are required to use a number of high-level skills while conducting their job. 45(18%) strongly disagreed, 55 (22%) disagreed, 18(7.2%) were neutral, 80(32%) agreed while 52(20.8%) strongly agreed. They were also asked to indicate their extent of agreement on whether their jobs involve completing a piece of work that has no definite beginning and end. 15(6%) strongly disagreed, 19(7.6%) disagreed,
5(2%) were neutral, 135(54%) agreed while 76(22.4%) strongly agreed. They were also asked to indicate their extent of agreement on whether the work activities themselves provide direct and clear information about the effectiveness of their job performance in terms of quality. 6 (2.4%) strongly disagreed, 35 (14%) disagreed, 15 (6%) were neutral, 120 (48%) agreed while 74 (29.6%) strongly agreed. They were also asked to indicate whether their jobs give them the opportunity to organize how they should do it. 35(14%) strongly disagreed, 10(4%) disagreed, 45(18%) were neutral, 100(40%) agreed while 60(24%) strongly agreed. They were to finally indicate whether their jobs hardly provide them the chance to define it. 70(28%) strongly disagreed, 77(30.8%) disagreed, 10(4%) were neutral, 45(18%) agreed while 48(19.2%) strongly agreed. Table 4.11 gives a summary distribution of the respondents’ views on the same.

Table 4.11: Table showing the extent of agreement on statements regarding effects of job design on employee performance

<table>
<thead>
<tr>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am required to use a number of high-level skills while conducting my job</td>
<td>45(18%)</td>
<td>55(22%)</td>
<td>18(7.2%)</td>
<td>80(32%)</td>
<td>52(20.8%)</td>
</tr>
<tr>
<td>This job involves completing a piece of work that has no obvious beginning and end</td>
<td>15(6%)</td>
<td>19(7.6%)</td>
<td>5(2%)</td>
<td>135(54%)</td>
<td>76(29.6%)</td>
</tr>
<tr>
<td>The work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality</td>
<td>6(2.4%)</td>
<td>35(14%)</td>
<td>15(6%)</td>
<td>120(48%)</td>
<td>74(29.6%)</td>
</tr>
<tr>
<td>My job gives me the opportunity to organize how I should do it</td>
<td>35(14%)</td>
<td>10(4%)</td>
<td>45(18%)</td>
<td>100(40%)</td>
<td>60(24%)</td>
</tr>
<tr>
<td>This job hardly provides me the chance to define it</td>
<td>70(28%)</td>
<td>77(30.8%)</td>
<td>10(4%)</td>
<td>45(18%)</td>
<td>48(19.2%)</td>
</tr>
</tbody>
</table>

4.1.5 Management style

Questions regarding the effects of management style on employee performance were asked under this section.
4.1.5.1 Effect of management style on employee performance

Respondents were asked to indicate whether management style has any effect on their overall performance at the organization. Two hundred and thirty-nine individuals (95.6%) agreed to the fact that it indeed had an effect on their performance at the organization while eleven respondents (4.4%) did not agree that it did. The information is shown in the Table 4.12 and Figure 4.10

Table 4.12: Table showing the response on whether management style affects performance of employees

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>239</td>
<td>95.6</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>4.4</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>
4.1.5.2 Influence of management style on performance of employees in organizations

Respondents were subjected to a number of statements regarding management style and its effect on performance where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree (A) and 5 was Strongly Agree (SA). An extent of agreement was required on a statement that asked whether the department had a clear division of responsibilities. 16(6%) strongly disagreed, 25(10%) disagreed, 39(15.6%) were neutral about this, 105(42%) agreed while 66(26.4%) strongly agreed. They were asked whether senior management give staff a clear picture of the direction in which the organization is headed hence motivating them to perform better. 70(28%) strongly disagreed, 82(32.8%) disagreed 10(4%) were neutral about it, 50(20%) agreed about it while
38(15.2%) strongly agreed about it. They were also asked whether they are actively involved in the decision-making process. 90(36%) strongly disagreed, 82(32.8%) disagreed, 15(6%) were neutral, 40(16%) agreed while 23(9.2%) strongly agreed. They were asked their extent of agreement on whether the internal dealings of the company with employees are done with integrity. 78(31.2%) strongly disagreed, 105 (42%) disagreed, 10(4%) were neutral 52(20.8%) agreed while 5 (2%) strongly agreed. Finally, they were also asked whether the organization encourages them to come up with innovative ideas. 69(27.6%) strongly disagreed, 88(35.2%) disagreed, 40(16%) were neutral, 33(13.2%) agreed while 20(8%) strongly agreed. Table 4.13 gives a summary distribution of the respondents’ views on the same.
Table 4.13: Table showing the extent of agreement on statements regarding effect of management style on employee performance

<table>
<thead>
<tr>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>The department has a clear division of responsibilities</td>
<td>15</td>
<td>25</td>
<td>39</td>
<td>105</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>(6%)</td>
<td>(10%)</td>
<td>(15.6%)</td>
<td>(42%)</td>
<td>(26.4%)</td>
</tr>
<tr>
<td>Senior management give staff a clear picture of the direction in which the organization is headed hence motivating me to perform better</td>
<td>70</td>
<td>82</td>
<td>10</td>
<td>50</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>(28%)</td>
<td>(32.8%)</td>
<td>(4%)</td>
<td>(20%)</td>
<td>(38%)</td>
</tr>
<tr>
<td>I am actively involved in the decision-making process</td>
<td>90</td>
<td>82</td>
<td>15</td>
<td>40</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>(36%)</td>
<td>(32.8%)</td>
<td>(6%)</td>
<td>(16%)</td>
<td>(9.2%)</td>
</tr>
<tr>
<td>The internal dealings of my company with employees are done with integrity</td>
<td>78</td>
<td>105</td>
<td>10</td>
<td>52</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>(31.2%)</td>
<td>(42%)</td>
<td>(4%)</td>
<td>(20.8%)</td>
<td>(2%)</td>
</tr>
<tr>
<td>The organization encourages us to always come up with innovative ideas.</td>
<td>69</td>
<td>88</td>
<td>40</td>
<td>33</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>(27.6%)</td>
<td>(35.2%)</td>
<td>(16%)</td>
<td>(13.2%)</td>
<td>(8%)</td>
</tr>
</tbody>
</table>

4.1.6 Working conditions

This section asks questions on the conditions surrounding the employees and their effect on their performance

4.1.6.1 Effect of working conditions on employee performance

Respondents were asked to indicate whether they felt that working conditions affected their performance at Posta. Out of 250 respondents 153 (61%) indicated that it indeed affected their performance in the organization while 97 (38.8%) felt that it did not. The summary of their response is illustrated in the Table 4.14 and Figure 4.11
Table 4.14: Table showing response on whether working conditions affect the performance of staff at the organization

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>153</td>
<td>61.2</td>
</tr>
<tr>
<td>No</td>
<td>97</td>
<td>38.8</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.11: Figure showing response on whether working conditions affect the performance of staff at the organization

4.1.6.2 Influence of working conditions on performance of employees in the organization

Respondents were subjected to a number of statements regarding management style and its effect on performance where they were required to indicate their extent of agreement on them using a five-point scale where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree(A) and 5 was Strongly Agree (SA). Respondents
were asked their extent of agreement on whether their furniture was comfortable enough to enable them perform their jobs without getting tired. 53(53.3%) strongly disagreed, 65(26%) disagreed, 10(4%) were neutral about it, 100(40%) agreed while 22 (8.8%) strongly agreed. They were also to agree whether their workplace provides an undisturbed environment without any noise that gives them alone time to perform their duties. 22(8.8%) strongly disagreed, 20(8%) disagreed, 5(2%) were neutral, 183(73.2%) agreed while 20 (8%) strongly agreed. They were also asked to indicate their extent of agreement on whether there were no cases of harassment and bullying at the workplace. 10(4%) strongly disagreed, 18(7.2%) disagreed, 10(4%) were neutral, 195 (78%) agreed while 17 96.80 strongly agreed. They were also asked to agree on whether they love their work environment. 5(2%) strongly disagreed, 65(26%) disagreed, 5(2%) were neutral, 150 (60%) agreed while 25(10%) strongly agreed with this statement. They were finally asked to indicate their extent of agreement on whether the culture and emotional climate of the organization was generally positive and supportive. 35(14%) strongly disagreed, while 100 (40%) disagreed, 40(16%) were neutral about it, 50 (20%) agreed whereas 25(10%) strongly agreed with this statement. Table 4.13 gives a distribution of the respondents’ views on the same.
Table 4.15: Table showing the extent of agreement on statements regarding effect of working conditions on employee performance

<table>
<thead>
<tr>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>My furniture is comfortable enough to enable me to perform my job</td>
<td>53</td>
<td>65</td>
<td>10</td>
<td>100</td>
<td>22</td>
</tr>
<tr>
<td>without getting tired</td>
<td>(53.2%)</td>
<td>(26%)</td>
<td>(4%)</td>
<td>(40%)</td>
<td>(8.8%)</td>
</tr>
<tr>
<td>My workplace provides an undisturbed environment without any noise</td>
<td>22</td>
<td>20</td>
<td>5</td>
<td>183</td>
<td>20</td>
</tr>
<tr>
<td>that gives me alone time to perform my duties</td>
<td>(8.8%)</td>
<td>(8%)</td>
<td>(2%)</td>
<td>(73.2%)</td>
<td>(8%)</td>
</tr>
<tr>
<td>There are no cases of harassment and bullying at the workplace</td>
<td>10</td>
<td>18</td>
<td>10</td>
<td>195</td>
<td>17</td>
</tr>
<tr>
<td>I love my work environment</td>
<td>5</td>
<td>65</td>
<td>5</td>
<td>150</td>
<td>25</td>
</tr>
<tr>
<td>The culture and emotional climate of the organization is generally</td>
<td>35</td>
<td>100</td>
<td>40</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>positive and supportive</td>
<td>(14%)</td>
<td>(40%)</td>
<td>(16%)</td>
<td>(20%)</td>
<td>(10%)</td>
</tr>
</tbody>
</table>

4.1.7 Employee performance

Under this section, questions were provided to the respondents to assess their performance on a scale of 1 to 5 where 1 was Strongly Disagree (SD), 2 was Disagree (D), 3 was Neutral (N), 4 was Agree (A) and 5 was Strongly Agree (SA). None of the respondents indicated that they strongly disagreed on understanding the procedures and policies of the organization. No one disagreed, neither was anyone neutral. However, 220 (88%) agreed while 30 (22%) strongly agreed. They were asked to indicate their extent of agreement on whether they actively get involved in projects so as to benefit the organization. 60 (24%) strongly disagreed, 100 (40%) disagreed, 35 (14%) were neutral about it, 40 (16%) agreed while 15 (6%) strongly agreed. They were also asked whether they always keep their superiors well-informed about their work. 58 (23.2%) strongly disagreed, 45 (18%) disagreed, 22 (8.8%) were neutral about it, 100 (40%) agreed while 25 (10%) strongly agreed. They were to indicate their extent of agreement on whether they work
well with their employees. 10(4%) strongly disagreed, 16(6.4%) disagreed, 45(18%) were neutral, 109(43.3%) agreed while 70 (28%) strongly agreed. They were also asked their extent of agreement on whether they take part in solving problems in the organization. 67(26.8%) strongly disagreed, 60(24%) disagreed, 75(30%) were neutral, 38(15.2%) agreed while 10(4%). Table 4.16 gives a summary distribution of the respondents’ views on the same.

Table 4.16: Table showing the extent of agreement on performance rating of employees

<table>
<thead>
<tr>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand the procedures and policies of my organization</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>220</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>(0%)</td>
<td>(0%)</td>
<td>(0%)</td>
<td>(88%)</td>
<td>(22%)</td>
</tr>
<tr>
<td>I actively get involved in projects so as to benefit my organization</td>
<td>60</td>
<td>100</td>
<td>35</td>
<td>40</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>(24%)</td>
<td>(40%)</td>
<td>(14%)</td>
<td>(16%)</td>
<td>(6%)</td>
</tr>
<tr>
<td>I always keep my superiors well informed about my work</td>
<td>58</td>
<td>45</td>
<td>22</td>
<td>100</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>(23.2%)</td>
<td>(18%)</td>
<td>(8.8%)</td>
<td>(40%)</td>
<td>(10%)</td>
</tr>
<tr>
<td>I work well with other employees</td>
<td>10</td>
<td>16</td>
<td>45</td>
<td>109</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>(4%)</td>
<td>(6.4%)</td>
<td>(18%)</td>
<td>(43.6%)</td>
<td>(28%)</td>
</tr>
<tr>
<td>I take part in solving problems in my organization</td>
<td>67</td>
<td>60</td>
<td>75</td>
<td>38</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>(26.8%)</td>
<td>(24%)</td>
<td>(30%)</td>
<td>(15.2%)</td>
<td>(4%)</td>
</tr>
</tbody>
</table>

4.2 Limitations of the study

4.2.1 Lack of cooperation

The researcher experienced lack of cooperation from the management in that they did not want to allow them to conduct their research in the organization. This was however solved when an introduction letter indicating that it was for academic purposes was given hence, permission was granted to distribute questionnaires to the respondents.
4.3 Chapter summary

The above section gave a detailed summary of the findings based on the questionnaire that was constructed mainly to test hypothesis for the study. Employee motivation, job design, management style and working conditions were the variables that were being tested against the performance of employees. Questions on performance of employees were given in order to rate their performance. The qualitative data were present by use of tables, graphs and charts. Limitations encountered while carrying out the research was also provided.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section gives a summary of the findings of the previous chapter, conclusion based on the findings, recommendations and later suggestions for further research.

5.1 Summary of the findings

This study intended to find factors that affect the performance of employees working at Postal Corporation of Kenya. Employee Motivation, Job Design, Management style and Working conditions were the specific objectives for this study. The target population in this study was 3500 employees while the sample size was 350 employees based at the organizations headquarter. Data was collected through self-administered questionnaires to the respondents. Out of the 350, questionnaire, 250 (70%) of them were well-answered and fit for analysis. The findings were quantitatively presented by the use of tables, graphs and chart.

5.1.1 How does employee motivation affect employee performance in Postal Corporation of Kenya?

Respondents were asked to indicate whether employee motivation affects performance of employees at Postal Corporation of Kenya. 92% of the total respondents indicated that it indeed affects employee performance. This is a clear indication that there is a positive relation between employee performance and employee motivation which is agreement with the previously done researches who also concluded the same. 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.

5.1.2 What is the effect of job design on employee performance in Postal Corporation of Kenya?

Respondents were to indicated their thought on whether job design affects the performance of employees. 67.2% indicated that it actually affects employee performance. This was actually in line with previously done researches that also indicated that there was a positive relation between employee performance and job design. Different employees had different goals to achieve in an organizational setting. There are those desire to flourish through challenging work, those that may want to be given the chance to present their innovations to the organization, and those that are very much okay with routine. The nature of work of an individual is dependent on the personality of an individual, and once these needs are met, productivity would be achieved.

5.1.3 In what way does management style affect employee performance in Postal Corporation of Kenya?

Respondents were also asked to indicate whether management style had a positive relation with employee performance. 95.5% of the respondents agreed that it indeed affects employee performance. This is in line with the previous researchers who also concluded that there was a positive relation between management style and employee performance. A balance in management styles is very much important for organizations in order to achieve better performance for employees as well as a competitive advantage. However, from the research also showed that participative management style had a more positive relation to employee performance compared to other styles of management.
5.1.4 To what extent does working conditions affect employee performance in Postal Corporation of Kenya?

61.1% of the respondents indicated that working conditions affect employee performance. This was in agreement with the previous researchers who indicated that there was a positive relationship between management style and employee performance. Companies should improve the working conditions of an organization to enhance staff performance. Such positive attributes to include; a good emotional climate as well as an ample working environment for the employees.

5.2 Conclusion

From the above study, it is quite obvious that employee motivation and performance of employees have a certain relation. Majority of the employees find it important that their superiors recognize them for a job well done. Most of the employees are not satisfied with their reward system. This could be because the management could be using rewards that were not applicable to everyone. Majority of them indicated that they were not motivated by the challenges faced by their jobs. Each and every individual is motivated differently and this could be the reason for this. There are those that prefer a routine job and there are those that prefer one that requires a lot of skill and effort to be put to it.

Job design is also seen to have a positive relation with employee performance. Most of the employees’ jobs require high skills, and they are not routine as well. Their jobs are self-explanatory and they also give them the chance to arrange themselves. Also, employees are able to define their jobs.

The style of management has a positive relation with employee performance. The organization has a clear division of responsibilities and their superiors motivate them to perform
better with their clear information and direction. However, most of the employees are not engaged in the decision-making process and they are not encouraged to be innovative by the management. The management also does not practice proper ethics in their internal dealings within the organization.

Working conditions definitely has a certain relation with the performance of employees. The environment in the organization is conducive enough and catalyzes the performance of employees in the organization. There are no much cases of bullying or harassment of any sort. However, the culture in the organization was not supportive emotionally.

Most of the employees understand the procedures and policies of the organization. They are always in touch with their superiors and work well with their colleagues. However, majority of the employees do not take part in projects that benefiting the organization neither do they take part in solving problems in the organization.

5.3 Recommendations

The following recommendations are made in light of this study;

Postal corporation of Kenya motivates its employees through benefits. However, the management should look for ways to impress each and every employee because each employee is different. The employees also complained of delayed salaries. The management should see to it that they have a payment plan that would cater for employee salaries for a longer duration of time to curb the issue of delayed salaries.

Managers at Postal corporation of Kenya should try and engage their employees in decision making. Employees are also brilliant and the fact that they are on the ground, they may have ideas that may take the organization to greater levels.
The organization has too many departments that are repetitive. The management should see to it that some departments are merged to also reduce the number of employees as well.

The organization has very many old people working. This may be the main cause of their poor performance. From the research, employees that are over 55 years are way more than those below 25 years. The organization should organize an early retirement plan for the old employees and employ young and fresh blood who may be able to pump in new ideas to the organization.

5.4 Suggestion for further research

This study was conducted to determine factors affecting performance at Postal Corporation of Kenya. Another study may be carried out on the effect of performance at Posta but focusing on variables such as organizational culture and age of employees.
References


APPENDIX I

INTRODUCTORY LETTER

Management University of Africa

Dear sir/madam,

REF: REQUEST FOR COMPLETION OF QUESTIONNAIRE

My name is James Kiama, a student of the Management University of Africa pursuing a Bachelor’s Degree in Management and Leadership. I hereby request for your permission to issue questionnaires to the employees in your organization for purposes of collecting data for my research project, which is required as a fulfilment for the completion of my degree. The answers will be treated with utmost confidentiality for they shall be used for purposes of academic research only.

Your consideration will be greatly appreciated.

Yours sincerely

James Kiama
APPENDIX II

QUESTIONNAIRE

Answer the questions below appropriately.

SECTION A; PERSONAL DETAILS

Kindly indicate your Gender:
Male [ ] Female [ ]

Which Age bracket do you belong:
Below 25 [ ] 26-35 [ ] 36-45 [ ] 46-55 [ ] Over 55 years [ ]

Management level
Top management [ ] Middle management [ ] Support [ ]

Department:
ICT [ ] Finance [ ] Business co-ordination [ ]
Government business [ ] Financial services [ ] Human resource [ ]
Operations [ ] EMS [ ] Mails [ ]
Corporation secretary [ ] Special projects [ ]

Tenure: How long have you worked at Postal Corporation of Kenya?
0-5Yrs [ ] 6-10Yrs [ ] 11-15Yrs [ ] 16-20Yrs [ ]
above 20Yrs [ ]

Level of Education
Primary [ ] Secondary [ ] Diploma [ ] Degree [ ]
Masters [ ] PHD [ ] A-level [ ]
A. MOTIVATION

i. Do you think that motivation affects performance in your organization?

Yes [  ]                     No [  ]

Why do you say so?

…………………………………………………………………………………………………………………………………………………………………………………………
…………………………………………………………………………………………………………………………………………………………………………………………
…………………………………………………………………………………………………………………………………………………………………………………………

ii. Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree  2=Disagree  3=Neutral  4=Agree  5= Strongly Agree

| Recognition by my manager/supervisor for a job well-done is very important to me | 1 | 2 | 3 | 4 | 5 |
| I am motivated by our reward system and it makes me perform better | | | | | |
| Our company uses monetary rewards like base pay, commissions, bonus incentives and health allowances to make us perform better | | | | | |
| I regularly receive constructive feedback from my superiors | | | | | |
| The challenges that my job provides motivates me to perform better | | | | | |
B. JOB DESIGN

i. Do you think that job design affects performance in your organization?
Yes [ ]
No [ ]

Why do you say so?
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

ii. Using the key below, please indicate the extent to which you agree with each statement.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am required to use a number of high-level skills while conducting my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This job involves completing a piece of work that has no obvious beginning and end</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My job gives me the opportunity to organize how I should do it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This job hardly provides me the chance to define it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C. MANAGEMENT STYLE

i. Do you think management style affects the performance in your organization?
   Yes [ ]  No [ ]

Why do you say so?

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

ii. Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The department has a clear division of responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management give staff a clear picture of the direction in which</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the organization is headed hence motivating me to perform better</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am actively involved in the decision-making process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The internal dealings of my company with employees are done with</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>integrity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization encourages us to always come up with innovative ideas.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
D. WORKING CONDITIONS

i. Does working conditions affect performance in your organization?

Yes [  ] No [  ]

Why do you say so?

…………………………………………………………………………………………
…………………………………………………………………………………………
………………………………………………………………………………………….

ii. Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>My furniture is comfortable enough to enable me perform my job without getting tired</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties</td>
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<tr>
<td>There are no cases of harassment and bullying at the workplace</td>
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<tr>
<td>I love my work environment</td>
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<tr>
<td>The culture and emotional climate of the organization is generally positive and supportive</td>
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</table>
E. EMPLOYEE PERFORMANCE

Using the key below, please indicate the extent to which you agree with each statement.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>5</th>
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</thead>
<tbody>
<tr>
<td>I understand the procedures and policies of my organization</td>
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<td>I actively get involved in projects so as to benefit my organization</td>
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<td>I always keep my superiors well informed about my work</td>
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<td>I work well with other employees</td>
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<td>I take part in solving problems in my organization</td>
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</table>

In your own opinion, what recommendations would you give to the management to enhance staff performance?

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