AN EVALUATION OF
RECRUITMENT, TRAINING AND APPRAISAL
POLICIES OF TETRA PAK LTD - NAIROBI

A PROJECT PRESENTED TO THE UNITED STATES
INTERNATIONAL UNIVERSITY - AFRICA

As Partial Requirements of Master of Science Degree in
Management And Organizational Development


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1996, JUNE
NAIROBI
DECLARATION

This is my original work and it has not been presented anywhere.

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DEDICATION

This project is dedicated to my family who have stood by me with patience and great support; my friend Mary Ann Marks without whose support I would not have embarked on it; to Mohammed Muharuma who was very supportive and to the Management and Staff of Tetra Pak Limited without whose co-operation I would not have got it done.
ACKNOWLEDGEMENT

To ensure this project was carried out properly and presented in good time, I would like to thank the people who may have assisted me directly or indirectly. My sincere acknowledgment to my supervisor Dr Isaac Mbeche, for his valuable guidance, criticisms and good advice. His professional guidance, commitment and patience towards the accomplishment of this project are highly appreciated. Many thanks to the staff of the Lilian Beam Library at USIU campus for their help in obtaining the material I required.

My sincere thanks go to Peter Rosberg, the Factory Manager who encouraged me to go ahead with the study, Mr Hussein Alwy, the Personnel Manager who made available all the information I required for the research and to Zippy Shiyoza who encouraged me a lot when I almost gave up. Of course my special thanks to the entire staff and management of Tetra Pak Ltd, Nairobi who fully co-operated in giving me the information I required so that this project could be realized.

Finally I thank my God for the good health, that sustained me and saw me through the difficult times during the preparation of this project.

Agripina Ramoya
USIU - Nairobi
June 1996
ABSTRACT

This study was designed to find out the recruitment, training and performance methods used by Tetra Pak Ltd.

A total of 150 respondents in the company participated in the study. These were drawn from management and at all other levels. They were picked randomly and the analysis carried out considered the participation of employees in responding to the questionnaires. Questionnaires were sent out using the company internal mail system and the responses returned the same way.

The findings show that training is the most popular function in the company as it got a total of 85.7% responses, while recruitment got 83% responses and performance appraisal was the worst with 57%.

The records showed that the company at least on paper had endeavoured to do its best in all aspects of training, recruitment and performance appraisal. The responses from the questionnaires have assisted in confirming that this is the true.
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CHAPTER 1

INTRODUCTION

1.1 GENERAL OVERVIEW OF TETRA PAK LTD - NAIROBI

Tetra Pak is a family owned concern with over 52 marketing companies, 45 of which are Production plants. It carries out research and development activities world-wide to ensure quality and change to improve on existing products and where possible to add to these.

It all started when Ruben Rausing wanted to make packaging material that would 'save more than it cost'. This statement still carries even to date. Ruben Rausing first developed a Tetrahedron and it is from this that the Company got its name. Tetra means four in Greek.

The first Filling Machine was installed at Naivasha in 1952 and Tetra Pak Ltd., Nairobi, opened its offices in 1969. Before this, it had agents who ran its affairs on a daily basis. To cater for the growing demands it opened a fully operational service center in Nairobi in 1970. This was followed by a training center for Tetra Pak and customers' personnel in English speaking Africa in 1972.

In 1979, the Tetra Pak Training, Sales and Service were brought together under one roof, in the Industrial area on Enterprise road. The decision to build the factory was
taken in 1982 and the production plant was put in place soon after and encompassed all aspects of Tetra Pak operations. The Converting Factory became fully operational in 1984. It was the first of its kind in Africa. On the development of such an industry like Tetra Pak Ltd., which specializes in producing packaging material for liquid food products, it becomes essential for its growth to set up proper mechanism that will ensure its effectiveness in the world of competition and quality products. It became necessary for the objective of this study to examine the way in which this industry had managed to survive from 1952 up to the present era of an independent Kenya where there are many other sources of for packaging material.

It is the curiosity in regards to the survival of Tetra Pak Ltd., that had interested the researcher hence the undertaking of this PROJECT to study the method pursued by the Tetra Pak Managers, and various responsible personnel who made the growth of Tetra Pak obvious. Further, clearly, the founders of this industry must have set up some criteria for the succeeding personnel to abide by and follow the rules of which would allow the industry to perform according to the set up objectives. This perspective had made the study to focus on the following procedures of; RECRUITMENT, TRAINING AND PERFORMANCE APPRAISAL POLICIES OF TETRA PAK LTD. of Nairobi. It is for this particular objective that the study has been based, through research findings and analytical observations.

The Tetra Pak Ltd., was originally known as Tetra Pak Converters Limited. The factory covers an area of 16,250 square meters and comprises a three storey administration block, a service department and an International training center, the Production department and the vast factory complex which manufactures Tetra Pak packaging material and industrial laminates plus contract packing facilities and a canteen. In 1989 the complex underwent a major capacity expansion. By 1993, the Liquid Food
and Agri from Alfa Laval were incorporated. The year 1994, saw the Factory undergo a Major upgrading.

1.1.1 THE STRATEGY IN LINE WITH TETRA PAK GROUP POLICY

In line with Tetra Pak's group policy of establishing local manufacturing plants whenever feasible, the company invested Kshs 140 million in plant and equipment and this resulted in the creation of 160 new direct employment opportunities. Tetra Pak Ltd. - Nairobi only produces packaging material for liquid food products. To date it exports to Tanzania, Uganda, Burundi, Rwanda, Madagascar, Mauritius, Seychelles, and Reunion Islands in addition to supplying local customers like KCC (Kenya Co-operative creameries), Brookside farm and Echuka farm. In 1995, Tetra Pak Nairobi has acquired new customers and is now supplying packaging material to Egypt, Syria, Lebanon and India.

Any company that depends on raw material must have a secure source of the materials. Tetra Pak Ltd. raw materials are obtained from Pan African Paper Mills (PPM) which supplies 10% of its capacity. The rest are imported from Sweden, Holland, France and South Africa. Among Tetra Pak's other resources are people, equipment and material. The right people have to be looked for. They have to undergo training so that they can give their best output. This is not taken for granted as appraisals are carried out as often as possible. Tetra Pak Ltd. in Nairobi had a total of 216 employees as at October 1995. Eighty-eight percent of the employees have 'O' level or above as their basic education with an average age of 34 years. By August 1995 the Absenteeism rate was at 0.92% while the dependents per employee averaged 3.75.
Table 1.1  NUMBER OF WORKERS AND THEIR AGE GROUP

<table>
<thead>
<tr>
<th>Age (Yrs)</th>
<th>Number of Workers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 - 29</td>
<td>31</td>
<td>14</td>
</tr>
<tr>
<td>30 - 44</td>
<td>160</td>
<td>74</td>
</tr>
<tr>
<td>45 or more</td>
<td>25</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td>216</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 1.2 gives an indication of how the staff population is spread among the various departments. It will be noted

Table 1.2  TOTAL NUMBER OF EMPLOYEES

(FROM RECORDS)

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>NUMBER OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARKETING &amp; INFORMATION</td>
<td>6</td>
</tr>
<tr>
<td>PRODUCTION</td>
<td>108</td>
</tr>
<tr>
<td>SERVICE</td>
<td>32</td>
</tr>
<tr>
<td>PERSONNEL</td>
<td>39</td>
</tr>
<tr>
<td>ALFA LAVAL AGRI</td>
<td>3</td>
</tr>
<tr>
<td>FINANCE</td>
<td>12</td>
</tr>
<tr>
<td>PROCESSING</td>
<td>2</td>
</tr>
<tr>
<td>PURCHASING</td>
<td>8</td>
</tr>
<tr>
<td>COMMERCIAL</td>
<td>6</td>
</tr>
<tr>
<td>TOTAL</td>
<td>216</td>
</tr>
</tbody>
</table>
The Company offers a number of fringe benefits to all employees such as subsidized food in the Company Canteen, free transport, a pension scheme, life insurance, an on site medical clinic, and free medical treatment for all employees and Family which total about 790.

Decision making procedure is virtually at every level. The company believes in people taking responsibility for their area of working. This reduces the chain of command system that only comes in when absolutely necessary. As may be noted from the organization chart in table 1.2. Decision making is completely spread out.
TABLE 1.3 ORGANIZATION CHART

TETRA PAK LTD ORGANIZATION CHART

BOARD OF DIRECTORS

MANAGING DIRECTOR

MARKETING & INFORMATION

PRODUCTION

TECHNICAL SERVICE

ALFA LAVAL AGRI

PROCESSING

PERSONNEL

COMMERCIAL

FINANCE

PURCHASING

* TETRA PAK OFFERS

- Plants, machines and processing lines for dairy products and fruit juices
- Expertise in packaging
- Expertise in distribution and materials handling
- Art work for package design
- Product knowledge
- Marketing support
- Research & development for product application
- World-wide market knowledge and marketing experience
- Technical service
- Technical training
* TETRA PAK offers single Source Responsibility
- Processing equipment
- Packaging machines
- Packaging material
- Packaging line equipment
- Complete service

* The above are the various things that Tetra Pak offers to clients. From the client, an order that includes quantity and quality and delivery time is placed with the Sales Administration. This is then prepared into a production order by the Production Planning section. From here it moves into detailed planning that also involves raw material planning and finally the order is confirmed to be ready for production. It will then go through the production process and once ready is moved to the Warehouse to await collection by the customer.

1.1.2 PROCESS AND PRODUCTION LINE

The process begins with a flexographic printer, where conversion of raw material to packaging material is done. All customers' designs are printed on the premises and can be produced in up to four colours. Flexography is a process of printing.

Next, lamination takes place that provides an almost infinite variety of combinations of plastics, paper and aluminium foil to give optimal protection and economy. The process of lamination involves the extrusion of melted plastic film that is cooled so that the two materials unite.

Finally, a slitting operation takes place during which, huge jumbo rolls are slit to form the standard sized rolls that are supplied to the customers.
All packaging material produced in the factory is subjected to stringent tests by the Quality Control section within the factory complex. This is to ensure that high standards are maintained at all times.

1.1.3 STATEMENT OF THE PROBLEM

There are models of Recruitment, Training and Performance Appraisal in existence today. In recruitment, the model recommends that a personnel office or department be set up. Since the Recruitment is at the beginning of any company, it is a very important part of the company according to Megginson. It is detrimental to hire an over skilled or under skilled person for a position.

At the same time once the person is hired it is imported to provide the right training as pertaining to the demands of the position the person has been hired for to ensure that the job is performed properly. Training takes time and requires patience and understanding. Hence it is important to train by objective according to George. Tracey R. Williams in the book designing training and development systems also points out how correct training systems are necessary to assist both new employees and old employees adapt to new job demands.

Various systems are used to evaluate employee job performance and Tetra Pak does have one in place. Appraisals are supposed to maintain consistency not only for the employee but the entire company. Hence the performance of the company will depend mainly on their use of resources that include people, machinery and raw materials. The appraisal is therefore meant to give an opinion to employees on their performance.
Although these models have been developed and applied and have been found to work in many firms, in developed countries, they may not be easily applied in many firms of the developing countries. In most parts of Africa for example it has been frequently sighted that it is whom you know that gets you in touch with the job. Tribalism is another factor that has contributed greatly to this problem. These situations tend to present problems to the employees. They may not be satisfied with the work. In order to understand fully the kind of problems which exist in firms of the developing countries, especially in relation to Recruitment, Training and Performance Appraisals. It is important to find out the recruitment, Training and performance appraisals' procedures which such firms use, the success of such procedures and what should be done to improve such procedures.

The focus of this study will be on one of the major firms in Nairobi, namely, Tetra Pak Limited. This firm employs 216 employees. It has developed procedures of recruitment, training and appraisal that have been used for many years. The firm provides a case study information which will be studied and analyzed to determine the recruitment, training and performance appraisal procedures used.
1.2 OBJECTIVES

1. To find out what recruitment procedures Tetra Pak Ltd. (Nairobi) uses.

2. To assess the current employee appraisal system and how it is used to improve the quality of work and personnel decisions.

3. To evaluate the current training programs of Tetra Pak (Nairobi) with respect to employee performance.

The historical observation that has been demonstrated in the introduction of this study, was to elucidate historical reasons that made Tetra Pak as a family owned concern to establish her organization in Kenya, East Africa, and finally expand its operations to some other part of the continent. This bold step of entering the African market during the years of colonialism and its desire to remain in Kenya until the independence time, is one of the greatest bold approaches of the business vision that Tetra Pak Ltd. has made. One would contend that, Tetra Pak Ltd's main goal was and has been that of developing and growing in Kenya and made Kenya to benefit from all the technology of which a sophisticated industry such as Tetra Pak deserves to have.

The Tetra Pak Ltd., has made what any serious organization must do, and that is to adopt all the procedures of running a successful venture, based on the process of proper recruitment of its personnel with a sound education background, which can be enhanced by proper training. Tetra Pak Ltd., has very effectively demonstrated this as the researcher's data will indicate in this study. Further, it is also imperative to indicate that the study has shown that the industry used measures of employment, and
appraisal systems in order to improve the quality of work and the development of its personnel. This study has discovered that Tetra Pak Ltd., evaluates its training programs with respect to quality production and employee performance. It is important to further indicate here that Tetra Pak Ltd., offers various levels of expertise such as packaging system of its products, art work for package designing, marketing support, research and development of its products. The quality of its product is very essential for the growth of the industry, as it is also the objective of Tetra Pak to see that the human growth of its industry is second to none.
1.3 PURPOSE OF STUDY

To evaluate the current Tetra Pak Ltd. (Nairobi) policies on Training, Recruitment and Appraisal in order to determine their effectiveness.

The findings of the study will assist the management in decision making concerning personnel matters of Tetra Pak Ltd. They will also be useful by the academic community, especially those interested in knowing more about Tetra Pak Ltd. Decision making regarding training, recruitment and performance appraisal can be applied and it will be interesting to find out if they do work.

The researcher has elaborated very clearly in the introduction of the study, and demonstrated the process of recruitment, training and appraisal of the personnel in order to determine the effectiveness of the personnel management.

The study is designed to examine the Tetra Pak Ltd., development and how it follows the subject matter as pertains to the recruitment, training and appraisal. Further, this study will examine in its next chapter, the way in which others use the same method in their assessment of its personnel. Other literature will be examined in order to discover what types of opinions are elucidated.
CHAPTER 2

LITERATURE REVIEW

This chapter reviews literature on the performance appraisal, training and recruitment in general. It also looks at how the performance appraisal, training and recruitment factors may be utilized and are compared with Tetra Pak Ltd's current approach. The study is meant to bring out what the specialists, writers and consultants consider as correct and what Tetra Pak Ltd., considers as a proper approach in their own development. From the above perspective, various opinions will be observed, which are demonstrated by experts who specialize in the development of industries such as Tetra Pak Ltd.

2.1 RECRUITMENT

In order to understand the importance of recruitment in any given private business or government employment agency, it is necessary for the organization concerned to set up a department of recruitment, which is known as a personnel office or department.

The purpose of literature review here is to shade some light in understanding the role of the recruitment department, and how others view its process in facilitating the
recruitment program. Different opinions are hereby explained and how others question its validity in the process of testing and evaluation. What is more important is the essence of psychological understanding of cross-cultural behaviour and ethical approach of recruitment, testing and evaluation of work force in a given operation.

Recruitment is at the beginning of any company. For a company to start operating, the first thing the management has to do is to look at the recruitment factor. According to Megginson, Recruitment plays a very important role in the running of a company efficiently. The right people hired for the right job are essential. However, with this comes the attitude towards the work that can only be judged after the employee has worked for some time. There is a strong relationship between recruitment, selection and development of employees with the proper personal, physical, mental and educational qualifications, productivity and profitability. Megginson goes further to state that the number of applicants determines the degree of selectivity for the firm's hiring program. Thus the quality of the organization's personnel makes the essential difference between its success and failure. In line with this, the employee, if put in the position where their talents can be most effectively utilized, greater effectiveness and efficiency would result. The question of personal friendships should not arise when hiring personnel. It is also equally dangerous to hire an employee who is over skilled for a particular position, just as hiring an incapable employee. Both are detrimental to the employee in question, other fellow employees and the organization. In relation to this, Tetra Pak Ltd., has taken a stand where a prospective employee has to be interviewed more than once and each has to be interviewed on a panel regardless of the position. The minimal level of education that must have been attained by the time of application for employment no matter the position has to be 'O' Level. This ensures that they can speak English and are in a position to take instructions in English as this
is a multinational company that has both expatriates and visitors whose best mode of communication would be in the English language.

Megginson recommends the filling of positions internally by promotions based on seniority, merit or a combination of both. Close scrutiny of the individual's background and qualifications, stands the greatest chances of selecting the most capable person for the job. When an employee is hired, it is the whole employee together with the personality strengths and weaknesses and these must be valued. An employee's past performance record is the best indicator of future behaviour. The ability to properly judge people comes into play. Relative freedom from emotional bias and prejudice and a good understanding of the job requirements. In Tetra Pak, it is assumed that the Personnel manager has the qualifications and the ability to judge people. To assist him, a manager or two who understand the job requirements also sit on the interviewing panel.

Harold Mayfield in the book compiled by Chruden and Sherman (1966) questions the validity of testing and the relevance of the subject matter in recruitment. What may be relevant testing material for one may not be for another. However, on-going training and ethical approach of testing, should be able to bring expected results. Ethical approach should be based on sensitivity of cross-cultural understanding.

The priorities may be different but the idea is normally the same to an extent. When recruitment takes place, a number of things are taken into consideration. According to Bradstreet & Dun (1971) these include:-

- The Job title helps the management and the employee to know exactly what the title of the employee will be.
The Department: Some employees by virtue of their training would probably never fit in certain departments. For example a person trained in marketing would probably find it difficult settling down in the Production department probably due to lack of the technical know how. It is essential that heads of department are careful and very serious in placing their personnel. It is necessary that male and female employees be selected for job opportunites, as it is common now to all that male and female personnel are working together in one department. The question of gender is not important, but performance and work skill are essential for the development of the industry.

- Number of people doing the job. This may not be necessary all the time but is bound to be required in some jobs.
- Salary range. Minimum and Maximum.
- Extra income. Bonus, incentives. Most employees would like to know exactly what extra benefits are on offer from the company.
- Working hours, shift, length of time, frequency and span of overtime.

In Tetra Pak, the job title is normally advertised together with the department the prospective employee will be expected to work in. Issues like extra income, working hours, and salary to be paid are normally advised to the employee after they are hired.

A number of key factors may also determine what kind of person is needed by an organization to do a job. This could include:

1. Education
2. Specific training
3. Maturity and seriousness
4. A married person with heavy responsibility etc.
- Age where by much a younger person may not be able to perform the job as well as somebody older or vice versa as in the case of having a post for a very senior executive where a much older person is presumed to be able to handle the position by virtue of years of experience.

- Attitude towards authority is very important. If it is positive then the management will be sure to obtain results.

- Attitude towards working with others

- Capacity to grow in responsibility

- Education points out the level at which the employee can comprehend instructions

- Mental alertness

- Previous experience

- Willingness to learn

Of course once an opening is found, the right person also has to be recruited for the job. First the job description has to be made, then the recruiter must be ready to spend sometime carrying out interviews to locate the right candidate.

Therefore the person used to locate the right candidate must know the labour market, sell the job and utilize all recruiting sources possible. In most medium size and large organizations, the Personnel Manager is the person who does this. It is his business to know what competing companies have to offer including those in other business lines. He has to check the working hours, working conditions, incentives offered, fringe benefits available and salary/wage levels.
Various tools used for recruiting prospective employees are:-

- This could be done through help wanted signs in shop windows and even telephone booths.
- Present employees doing other work and already employed by the company can be considered.
- Friends of present employees may be available, so ask other staff.
- Business friends and acquaintances can be alerted to help.
- Suppliers, customers, and the company associations.
- Newspapers, Business and Association magazines.

The Personnel manager must look within his organization and find out the most marketable points that can be offered to the prospective young men and women seeking positions. It is normally highly recommended to check internally with department heads to locate a person already in the company employment for promotion or transfer.

To attract a new employee, the industry must establish a package that will outline benefits and future growth of the new employee, such as appreciation for work done, sympathetic help on personal problems, job security, good wages, work that keeps the employees interested, personal and growth opportunities, good working conditions and tactful disciplining.

To select the right person, a serious approach of in-service and investigation of one's background is essential, and so do not gamble with personnel. It is an investment (Dun and Bradstreet 1971). In the interview, the recruiter must attempt to find out all facts and avoid conjunctures about the potential person whom the company needs to hire then the question will be, can the applicants do the job, how well will he /she do the job, how much supervision and training will be required, can he develop and
become a greater asset to the company and to himself/herself and can he get along with his fellow workers and management.

Of course, certain recruitment tools must be made use of in the search for a prospective employee. A number of procedures should be followed, not necessarily in this order.
- Job description
- Applicant's resume
- The completed application form
- The interview
- Testing

The above scrutiny is part of the professional way of establishing and meeting the priority of recruitment. The application normally should contain age of the applicant, education level, marital status, the skills for which the applicant is qualified, past experience which may mean they have held other positions before, references and the applicants complete name and address.

The length of time an interview lasts will vary according to the level of the job the company is trying to fill. However typical interviews last between 15 minutes and 1 hour. It is normally necessary for the interviews to be carried out by a professional interviewer. In most cases, this is the Personnel Manager. He must be broad minded and psychologically, a cross-culturally trained person.

The interviewing panel needs to get the person to relax by being genuinely friendly. It is necessary that the applicant is given a description of the position that is on offer. An outline of conditions and expectations for the future in this position should also be given. The panel should also inquire about past duties and avoid asking straight questions which will get yes and no answers. In this writer's observation, testing
should be an aid to selection. It should provide a good look at characteristics that one could not normally determine otherwise. The tests must be designed to measure the factors the Manager must measure. The Personnel Manager, must not only use tests as their means of selection. In Tetra Pak, all personnel confirmed that the Personnel Department carried itself in a very professional manner during the recruitment period.

Once the management has obtained good people, it has to make every effort to help them perform at 100% efficiency or better. Simply work by getting them to keep time and deadlines. Helping new employees settle down as soon as possible will be a step towards helping them, perform at their best as soon as possible. Orientation and induction will assist in this case (Tracey, pg. 7 - 8, 1992). Orientation and induction give a uniform coverage of the essential information on the organization, its mission, and its policies. Tetra Pak reserves the orientation and induction for the first day of work for a new employee or within the first week of work. This is organized by the Personnel officer who takes all new employees around the company and gets them to meet as many other staff as possible. This is followed on a strict schedule and the employee gets to know the basic essentials like employee rules, the medical requirements, transport, cooperative requirements, safety and security regulations and about their job. Most companies pass out a booklet describing the history, products and philosophy of the company. Tetra Pak hand over a rule book that gives basic history of the organization and this covers rule violations, discharges, resignations, bereavement and grievances. The employee also needs to be given clear instructions on how they will be expected to perform their duties.

2.1.1 WHAT EMPLOYEES WANT TO KNOW

A company such as Tetra Pak Ltd., should not fail to make each and everything clear while recruiting a new employee. It is generally assumed that the following important aspects at the work place will be made very clear:-
- Duration of probation, which normally ranges from one month to six months.
- Job title and classification, that assists the employee in knowing exactly where they future in the company.
- Regular working or shift work. Then the employee can plan his/her personal life accordingly.
- Who do they report to. Whereas a manager will have several employees reporting to him, it is important that an employee has only one manager or supervisor to report to.
- Grievances - procedure to follow. This if clearly laid down can help avoid unnecessary misunderstandings.
- Lunch break period may seem to be obvious but should still be clearly indicated to all new employees in the company.
- Penalty for lateness. Some companies will not tolerate any form of lateness but others will allow up to a maximum of 10 minutes for lateness. The steps taken for lateness should be clearly outlined.
- Provision of special work clothes normally depends on the kind of job. Construction companies make safety hats compulsory. Food manufacturing industries require that hair be covered, man be clean shaven, white uniforms must be warn and in some cases' safety boots as pertains their jobs.
- Leave of absence ranges from a minimum of 21 days to 35 days subject to the company and the kind of jobs done. This may exclude Saturday and Sunday, or may include the same.
- What is the severance pay? Here, some companies pay one month in lieu of notice, plus extra cash pertaining to number of years worked.
- Eligibility for a raise. While it is important that a company raises employee pay at a specific time in the year, some companies have to be forced to carry this out. It is very important for the employees to know exactly when the pay raise goes up and by what range such as between 10% - 80%.

What must be remembered is that each new employee really wants to succeed.

Making an offer

In making an offer, a number of things must be made abundantly clear to the prospective employee. It must be clearly agreed between both parties on the starting date of the new job. The Salary/wage and review date of the same should be discussed at this point. The working hours of the employee have to be clearly outlined and even benefits for working extra hours. The holiday entitlement and in which order the holidays are taken where applicable. The grading structure, indicating at what grade a new employee joins the company and the possibilities of moving to higher grades, also the final grade the employee may aspire to attain. It is also at this point that fringe benefits should be outlined. This may include, car loans, medical scheme, travel allowances etc. Tetra Pak normally provides most of this in an employee handbook.

Lanz (1988) states that once the company decides it needs someone, the first step should be to look internally to see who can be transferred or promoted. In advertising for the new employee a clear job description must be given. The location of both the company and the job to be filled and what the job entails. The method of application and the person the company requires must also be clearly indicated. Clearly indicate the way people must apply. By letter with accompanying Curriculum vitae or application form or telephone. Finally the interview time and venue should be indicated or the deadline after which applications will not be accepted.
2.2 TRAINING

Training as a function in any organization has become an established and important part of the personnel program in both private and public establishments according to (Alan C. Filley and Franklin C. Jesse 1972). However a proper balance should be maintained between Leader-centered approaches to training and group-centered methods of training. Therefore, training must be by objectives. Training should shape the behaviour of individuals to some predetermined goal. Such goals should be determined by the needs of the organization (Odiore 1971). Basically no success is achieved if no behaviour change occurs. The training goal is always a sub goal of some large goal, and not an end in itself. Training means changing behaviour. It should therefore shape behaviour of individuals to some predetermined goal, where the goal is determined by the organizational needs (Tracey 1992).

It is only through training that a desired behavioural goal can be attained. Training is a process through which peoples’ skills, knowledge, attitudes or behaviour is changed, according to Stonner (1980). This can be undertaken through demonstrations, practice and instructions. In Tetra Pak Ltd., training is a very essential part of the individuals working life. In most cases group training is undertaken on in-house basis whereas training of selected individuals outside of the company premises and even overseas. It plays a vital role in helping the individual understand the quality of work required. In Tetra Pak the training is normally selected by heads of departments as they are best suited to know the requirements of their staff. Training here plays an important role in
helping employees be more effective in their job performance. This is the only way the employee is helped to try and reach their maximum potential.

Sometimes training is a form of indoctrination and most times' exhortations to work harder and develop team spirit (Tracey 1992). Ideally, every top manager seeks to induce his subordinates to work in a co-ordinated fashion toward the objectives of the organization as a whole and to carry this out with enthusiasm and imagination according to George Strauss (Chruden P. 319, 1966). This rings true to Tetra Pak as all training is definitely geared towards meeting the company objectives of better quality of service and products.

2.2.1. HOW TO DETERMINE TRAINING NEEDS.

According to Sherman (1966) appraisal is a way of determining training needs. However, the job itself may be permitted to determine specific training needs. Management and operating groups may also determine the general training needs. The following training principles should be used as a guide to the development and conduct of training programs (Tracey, Pg 7, 1992):-

1. Training requires the full commitment and support of top management, supervisory personnel, and the collective bargaining unit.

2. Training programs and activities must focus on problems that can be solved by training and not on management problems such as laziness, dissatisfaction with working conditions or employee lack of interest.

3. Training programs must meet both organization and employee needs, and they must encompass all types and levels of employees and cut across all divisions and units of the organization.
4. The pattern and arrangement of training opportunities must complement and implement the philosophy of the organization.

5. Training programs must be developed through a systematic and orderly process, built on a firm foundation of precisely defined job performance requirements.

6. Training programs must employ delivery systems that are selected on the basis of training effectiveness, available technology, cost-effectiveness, and results.

7. Training programs must be validated to ensure effectiveness prior to full-scale implementation.

8. Training programs must include evaluation and feedback channels and mechanisms to permit refinement, upcating, and continuing effectiveness.

9. Training programs must employ sound principles of adult learning. They must involve trainees directly and completely in diagnosing needs and in planning, executing, and evaluating their own progress and accomplishment.

10. Training programs must provide ample opportunities for trainees to apply and practice newly acquired knowledge and skills.

The above principles actually cover all the general requirements that even a company like Tetra Pak would look into when they plan training programs.

Special approaches could also be used such as:-
- Evaluation of a training program which is in progress and the process determining present and future needs of the participants.
- Using case studies, problems, incidents, dramatic situations, and tests to evaluate how individuals act, perform and react and thus to determine what further training is required.
- Assuming that change and progress are inevitable and seeking to discover what training is needed to qualify personnel for the job which lies ahead.
- Coordinating the needs of the individual with the practical needs of the company and building the executive development program on this basis.
- Emphasizing self-development and its potential but leaving the application of the principle and the determination of training needs to the individual himself.

However, even when the management, has special ways of determining training needs, there may still be road blocks to effective training (Chruden and Sherman 1966) which may include:-

1. The training director may be subjected to pressures both from within and without the company, so that he often overlooks certain fundamentals of learning. It must be noted that training can not be done overnight, despite the pressures of management for immediate results, the general reluctance or resistance of the trainee to such learning and the desire of the trainer to get the job done.

2. There is a general tendency to spoon feed participants, by simply handing over the material to them without much work on their part.

3. A broad basic program is passed over in favour of a short and specific one so that the material is completely condensed.

4. The training director often misuses training aids, as well as, methods other than good teacher-pupil class room techniques that permit full understanding and dialogue.

5. All too often the wrong people get the training, either because they are the director's favoured staff or because special care was not taken into consideration in selecting the trainees.
6. Top management itself does not participate in training. They simply select people to be trained and leave the trainer to it. The participants attend because they have been chosen and do not consider the relevance of the training which would be clear if the top management came in even just for fifteen minutes briefing.

7. Management frequently takes a short sighted view of its training policies, with the result that the over-all effectiveness of its training department is handicapped. Having top management look at future projections of training needs in connection to new product lines, projects, and expansion, would assist the company plan well ahead.

2.2.2 EFFECTIVE TRAINING CONDITIONS

According to Dale (1960) certain conditions must prevail in order for training to really be effective. There must be a need for the training. This need must be felt by the people being sent into training. The participants in the training must be made well aware of why they require the training. The training program has to be realistic and must address itself to the requirements of the trainees. The trainees can be invited to participate in the setting up of the program and in this way it ensures that the training itself is geared towards their problems. The participants of the training have to be encouraged to work out their own conclusions. To understand the problem, they have to think it through themselves. They must be able to accept the conclusions they reach as purely their own. Group decisions play a great role in changing individual attitudes. Thus it is easier to change members of the group than it is to change individuals alone. Normally people are more comfortable with the old way of doing things. Getting them to change with the times can be a very demanding task. A training program becomes more effective if it makes allowance for the difficulty of giving up old ways of doing
things. The best approach is to encourage employees to consider alternative ways of approaching a task rather than making them feel guilty about the approach they have always used. They therefore have to be slowly encouraged to change to the new system of doing things. Such as the use of computers in the modern day office.

For training to be more meaningful, it has to move to the practical level from the intellectual level so as to supply skills to that will be useful to the trainee in the job performance.

2.2.3 THE IMPORTANCE OF TRAINING

The efficiency of services and products in Tetra Pak fully depend directly on the abilities of the staff to do their work. Virtually all new employees need some training to be able to fit into the system as soon as possible. A factor that definitely motivates them to settle down quickly to the daily pressures of their work is the training availed to them. New employees who were questioned about their attitude towards their work after an internal crash course on the working of the company stated that they now knew who to approach for what and this had helped them a lot in getting to know how things operated. Most stated that they felt more self assured in their ability to handle the work with the added boost from the training.

Hence the words by Dale (1970) ring true. Training does provide new employees with general information that they need about the organization on practices, procedures, policies and rules that will affect them as they go about their work. Another important advantage of training is that it reduces chances of damage to machinery, accidents, and spoiled work.
In Tetra Pak and the world as a whole, new technology comes into use all the time. Training therefore plays an essential role in updating the staff to new methods of working and new machines. It bridges a gap between the old and the new.

2.2.4 Total Quality Management

In the past five years, a new concept has come into the making. That of TQM or better known as Total Quality Management. TQM is about how to get groups working together towards common objectives, using common tools and a common language (The Standard, P. III). It requires the entire staff to be moved to see this vision (employee involvement). TQM has to go through the entire organization to work. The Corporate mission has to be aligned with the TQM vision to work. This also goes for the new staff. They have to be initiated into the TQM as soon as possible and a systematic approach with appropriate stages has to be created to ensure the proper functioning of the company. This is an avenue that needs to be fully exploited. Tetra Pak has taken keen interest in this new idea and has even arranged in-house training for its managerial and supervisory staff. It has been found necessary to move from the traditional way of looking at quality where the quantity counted more, to the quality at each stage. The staff must be up to standard to be able to cope with the demands of the company and the environment the company is serving in. They must know that quality starts with the individual, right through the process of manufacturing to the final product that goes to the customer. Even the delivery conditions must meet the quality demands. To this end Tetra Pak has a quality policy that reads:-
It is our commitment to supply high quality, safe, reliable, inexpensive products and services to our customers through dedicated technical knowledge supported by efficient solutions.

To maintain our customer expectations and our growth, we should maintain continuous quality improvements through organized feedback on all quality matters.

This requires total involvement of our personnel and support by all the management through meeting the requirements of Quality Assurance Systems (ISO 9001:1994)

All employees have been informed of what this policy stands for and have been called upon to find ways and means to improve quality standards. To this end we have Quality Circle groups in the Production department which assist each other to enhance quality. The Policy is also strategically placed in all offices and is carried on all lunch voucher cards by employees.

2.2.5 Meeting Training Needs

Training requires careful planning and should include:-

- What training is necessary. The manager or supervisor from his knowledge of the staff under him, should be able to point out the training requirements for them.

- Development and implementation of the training program. This may be arranged by the manager or by the Personnel department.
- Measuring the effectiveness of the program. The selected trainer may be requested to give a list of items that will be included in the training or the manager could give him a list of things he would like to see achieved in the training.

Choosing the trainer through:-

- His interest in your company. A trainer would probably approach the company and give a list of what he has to offer in terms of training.
- His experience in handling problems. Some trainers have experience and the knowledge in certain fields and would actually be the best. Tetra Pak prefers to deal with such trainers. Then they do not spend too much time getting to know the problem but simply go ahead to deal with it.
- Competence as a supervisor. The management may after observation select a supervisor to train his own staff on certain jobs.

In developing a training program, awareness of the long and short term goals of the organization is essential. The Managing Director from time to time informs the other managers of the short term and long term goals of the company. Videos from the head office are sent four times a year to inform all employees of the direction in which the company is heading and what is expected of the employees in general.

2.2.6 Training Requirements

- Conferences permitting people to discuss is another good form of training. Conferences for Tetra Pak Ltd., heads of department are normally held in Switzerland or Sweden to permit them meet with other managers at the same level from other Tetra Pak companies around the world.
- Demonstrations put the point across in a much faster means than through simply talking.
- Drill is very relevant in certain training that will require the participant to work in this particular way such as on machines especially for the engineers.
- Exhibiting also gets to the point by showing something similar. Overheads and Videos can be used where it is not possible to show the actual workings.
- Guided tours make a participant familiar with what they have been told about.
- Individual coaching for any member of staff is necessary at some point in time. They may need it when they do not understand what other members already know.
- Lectures have an active roll to play in training. These also help to point out relevant areas of importance in the workings of a company.
- Panel discussions, quizzes and role playing can all be used in sessions.
- Work projects enable the participant to work as well as learn. This is mainly for the engineers and the management trainees.
- Written exercises are also a good source of learning.

Training has to use a careful and timed program with much preparation put in to ensure everything is in order. The trainer has to make a presentation that will definitely put the message across to the trainers with maximum impact. The trainer may then go ahead to give exercises to see if the trainees can apply what they have learnt in that short duration. In some cases a test may be given to check that they did grasp the material taught to them. Finally an appraisal of the training may be carried out immediately.
2.2.7 Reviewing and Evaluating Training

The end of the training does not mean the end of everything. The management must constantly check to see if the training needs are really being satisfied, and if the methods used are working (Tracey 1992). The instructions given to employees during the training have to be seen to be effective or else new methods of training should be introduced. In each technique of training, certain principles are laid down as guide rules of approaching certain types of jobs. These guide rules may in the long term be found to be irrelevant to the way the company does things and therefore the training has to adapt to the workings of the firm. Certain principles have to be practiced all the time regardless of what the juniors think. For example, shutting down of certain machines require a certain procedure which if not followed could result in the machine breaking down or packing up. Hence the need to constantly review training approaches and to emphasise on the new ideas learnt. This normally results in improved performance for the employees.

Tetra Pak frequently carries out various types of training but more emphasis is normally laid on reviewing of the training especially in the technical aspects. This is used to ensure that relevant techniques learnt are always adhered to and not forgotten easily. The training is also always geared towards enforcing the ideas that the management seeks to impart on the employees that would be very relevant in order for the employee to survive. Training for Tetra Pak employees covers both in-house and outside training which may involve overseas travel. This is not limited to Senior staff only. It covers a wide range from accountants, sales and marketing staff, secretaries, engineers and technicians who from time to time will travel to other Tetra Pak companies around the world and even to their suppliers' companies for training.
Various approaches may be used to evaluate training (Tracey 1992):

1. Immediate evaluation or internal evaluation, which focuses on ongoing programs and activities and has the objective of assessing the quality of training programs and services while they are in operation. This provides supervisors and employees or instructors and trainees the feedback they need to improve their performance.

2. Process evaluation is an assessment that focuses on continuous evaluation of the training programs, assisting in improving them where possible and changing any part of the program that slowly proves to be irrelevant.
2.3 PERFORMANCE APPRAISAL

Robert Foulser, a training consultant with C E T (Consultants for Effective Training) 1994, who frequently writes articles for the newspapers and his own company articles' states in one such article that there are certain stages of administering an evaluation program with minor variations from company to company. An employee's duties are assigned by a job description or otherwise. These duties are discussed and clarification of the expected performance is made. An observation of the performance against the duties specified is made. The employee is evaluated by comparing the actual performance against the expected performance. A discussion with the employee regarding the performance and the consequent ratings awarded to them is carried out. Any questions relating to the evaluation form are answered then signed to show acceptance.

The evaluated is expected to take action on the evaluation by fulfilling all the promises made during the interview. The actions may include recommending the employee to further training, promotion, or even punishment. The Graphic Rating-scale Method is the most commonly used method for performance evaluation. A printed form containing a number of factors to be rated is supplied to the rater to fill in on the ratee. Generally these factors include 'Employee characteristics' which include: leadership, initiative, co-operativeness, dependability, loyalty, enthusiasm, attitude etc. 'Employee contributions' include: quality and quantity of work, goals achieved, punctuality, safety record etc.

According to the Tetra Pak performance appraisal system article, appraisals are supposed to maintain consistency throughout the company. To provide flexibility
needed to be applicable to a broad range of different positions. This is a very formal affair and occurs at least once a year. The article also encourages an informal performance appraisal to be carried more frequently throughout the year.

For Tetra Pak this appraisal is supposed to serve as an indication of where one stands. It is not expected to take over the other managerial responsibilities to the employee such as giving direction, guidance and support or disciplinary feedback as needed.

In Tetra Pak the performance dimensions clearly covered are Technical knowledge and skills, attitude/initiative, productivity, teamwork/working with others, dependability, quality orientation and safety practices. The article clearly outlines exactly what they are looking for. For example, under attitude/initiative, does this person show an interest in his/her work? does this person show an interest in improving his/her own skills? The evaluation process is done in three steps: rating performance, applying the effort/correction factor, and calculating the overall performance rating.

2.3.1 RELEVANCE OF APPRAISAL

The overall advantages of having such a scheme is that not only will the organization as a whole benefit from an appraisal scheme but, equally important, there are benefits for the individual.

The performance of the organization fully depends on the use and control of the basic resources available to the organization by the managers. These include people, plant and machinery, raw materials, space - buildings and money. The proper use of the plant and machinery, raw materials, space - buildings and money all depend on skill and high performance. However these people then have to be motivated through :-
- higher wages than other employees in the field
- Welfare and working conditions
- Managing in an autocratic manner
- Introducing incentive schemes

The above incentives help in the short term, but in the long term a realistic appraisal system can be a way of motivating and helping the managers. At the individual level, it is up to the Managers to see that their people are properly motivated, and it is useful to bear in mind that most people have material requirements for their survival, need long-term job security, do give and receive friendship within working and social groups, need a sense of achievement and recognition from their colleagues, and development of their skills and abilities. The appraisal system is therefore a means of identifying not only what people’s performance levels are but in which areas those levels need to be improved if maximum use is to be made of the people involved.

2.3.2 AIMS OF APPRAISAL

Salary is normally related to performance as a realistic indicator in determining the level to be attained. However, it has also been found not to be a suitable subject for the appraisal interview as it could become a dominant factor thus inhibiting productive discussion.

The potential of an individual is also a relevant subject to be pursued. What is basically referred to as putting the right man in the right job at the right time. The appraisal interview however has to look at the current performance in the present job, covering the total job and not just those items of outstanding or disappointing performance.
The appraisal is therefore supposed to provide employees with some feedback concerning their performance. In this same manner it will serve as a stepping stone to modifying or changing behaviour into a more effective routine. Hence it provides supervisors and managers with data from which they can assess future job assignments for their various subordinates (Chruden and Sherman 1980).

Tetra Pak Ltd., as a company looks at performance appraisal with the same objectives. The appraisal seeks to inform the employee of their performance in a current project or job. It also gives the supervisor or manager time to look at other factors or capabilities in relation to the potential of the employee. Just as research has shown that salary is not a suitable subject in performance appraisals so has it been a subject to avoid during appraisals even in Tetra Pak. The appraisal is seen to be a time when the supervisor/manager and the subordinate take time to discuss the subordinate in a harmonious environment without interruptions. The conference rooms are normally used for this form of appraisal and interruptions are completely discouraged.

2.3.3 Benefits Of Appraisal

If appraisals are properly tackled, they yield benefits for the individual employees, management and the organization as a whole. Relations can then be considerably improved and reinforced between the manager and the staff. Estimates of potential are then increased to help identify individual training needs. Policies have been changed as a result of a compilation of views expressed during an annual appraisal. To improve communication, inflexible organization structures have been altered.

Tetra Pak, to ensure that appraisals are properly tackled has ensured that all supervisors and managers have undergone appraisal training with one consultant’s firm and with the same trainer. This is for the purpose of getting an idea of what the
company wants to obtain from the appraisal interview. One official appraisal is normally put in the file of the employee each year but informal appraisals are carried out fairly often at the rate of every three months.

2.3.4 **TYPES OF APPRAISAL SYSTEMS**

2.3.4.1 **Target Setting**

In organizations where the manager and his staff meet frequently to discuss priorities for action, targets are set often and reviewed within a short period such as three months. In such cases, records of failures and successes are kept and used at the annual appraisal interview. This is a highly recommended system as it gives the best results on the whole (Scott & Edwards 1972). This system ensures that performance of the whole year is reviewed.

2.3.4.2 **Management By Objective**

Whether or not a person attains the required result for his position is what indicates his level of performance in that job. It is not what the manager construes to be good or bad in relation to such subjective qualities. In some organizations the individual's performance is ranked and graded against agreed standards of performance by taking into account the degree of importance of the tasks concerned and the difficulties and resources involved in their achievement. Such a practice has in some organizations fallen into disrepute due to its over-complication. Management by objective lays more emphasis on results. It shifts the emphasis from appraisal to self-analysis and from focus on the past to focus on the future. It helps the subordinates relate their career
planning to the needs and realities of the organization through consultation with their superiors (Chruden and Sherman 1980).

MBO enables individuals to be measured against their own objects rather than against their peers. In appraisals at Tetra Pak the manager is encouraged to strive to help the subordinate measure himself against his objectives and to avoid comparing with other colleagues who carry out the same kind of work. However this does not leave out the managers and supervisors. They too are helped to understand the objectives of the company and exactly which direction the company wishes to follows. MBO however does not succeed in changing the leadership style of individuals or the relationship between subordinates and their superiors.

2.3.4.3 Written Assessment

The person appraising is required to write down his views as opposed to ticking against the criteria under consideration. The appraiser gives more forethought of what he is to say and how he wants to say it though the ultimate success depends on the questions asked and answered (Scott & Edwards 1972). Such a system can result in the manager appraising without talking to the staff hence making it meaningless to carry out an appraisal interview.

2.3.4.4 Merit Rating

Merit can be said to refer to both performance and ability. It is therefore used in most cases as a criterion for judging whether an individual is qualified to meet the requirements of a higher level job. Certain criteria are normally listed, for example; excellent, very good, good, fair, and poor. The appraisal form is normally laid in such a

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way that the appraiser simply ticks which level of performance he considers applicable to each of the criteria concerned. The criteria are normally subjective and therefore difficult to measure resulting in friction with the manager. Experience shows that most managers tick the boxes in the middle of the scale therefore showing most subordinates to be 'average' (Scott & Edwards 1972).

For an appraisal interview to be effective, it requires dialogue between the appraiser and the appraised. It is therefore vital that both parties are well prepared for the occasion. Adequate notice should be given to the appraised person so that he can also prepare himself. Sufficient time must also be allocated. Freedom of speech should be encouraged and interruptions avoided. In general, a manager should conduct no more than two appraisal interviews in one day. The interviewer should open with fairly casual remarks that will put the appraised at ease. The results depend on how the interviewer handles the interview. He should be a keen listener as ideas and facts that have considerable bearing to some situation and of which he was not aware of would be revealed. At every stage the manager has to frame his questions carefully to be able to draw out the true picture of the employee’s reactions and ideas. Subjects should grow one from another and not be suddenly broken. It is absolutely necessary that the interview ends on a very positive note. This way the employee is aware of his past performance and is absolutely clear about his future.

According to Scott (1972), it is advisable not to fill in the appraisal form during the appraisal interview, but to simply jot down notes that will later be referred to when filling in the form. Then once this form is completed, it should be shown to the staff concerned so that they have the opportunity of reading it. Actions to be taken by the manager as discussed in the appraisal, should then be carried out. This may be to give additional support, training or even giving additional authority.
2.3.5 **MASLOW'S HIERARCHY OF NEEDS**

In any corporation there is a hierarchy of needs fairly similar to the Maslow's hierarchy of needs. Stanford (1986) organizes them in the following order:

1. Resources, customers
2. Survival, cash flow, profit
3. Approval of employees
4. Approval of external constituencies
5. Leadership in chosen field.

The objectives of the firm may normally emerge from the owners and managers of the firm (Stanford 1986). Tetra Pak sets the objectives and policies by which the employees have to work. However it is normally advisable to consider the firm's objectives and the personal objectives of the management as these have a material influence on the firm. Maslow's hierarchy of needs states that physiological, safety, love, esteem and Self-actualization of individuals come in that order. Thus it is the unsatisfied needs that are the starting point in the process of motivation. Any employee in Tetra Pak who when asked their reasons for looking for a job with Tetra Pak would always respond that they were looking for better prospects. That is a higher pay than where they were coming from, hence their need to satisfy an unsatisfied need. Therefore performance appraisal is looked at as a form of motivation that will lead to better productivity. A consistent performance appraisal system that evaluates staff periodically will help to achieve better productivity. Theories like theory X and Y have been used to explain motivation. Theory Y assumes workers to view work as normal, are not lazy, want to do challenging work and are able to work on their own, are willing to accept and even seek responsibility under proper conditions, and are motivated not just by money and security but also by the need for self respect and esteem. Theory X
assumes that the average employee dislikes work and prefers to be directed, wishes to avoid responsibility, has relatively little ambition but wants security. This theory X implies that motivation is then in the form of fear and close observation of subordinates has to be maintained at all times by the managers and supervisors. Theory Y on the other hand lays emphasis on managerial leadership through motivation by objectives and by permitting subordinates to experience personal satisfaction as they contribute to the achievement of objectives (Chruden and Sherman 1980). The Theory Y is the one Tetra Pak has opted to follow. It has proved to work very well for them as they do not have staff exiting en masse as would be the case if they had theory X in practice. A newer Theory Z goes further to concur with Theory Y that what were motivators before may not be motivators today. Productivity and reward are not the only motivators today. What is required currently is productivity together with self actualization through quality of life. Employees do not just want a good pay. They want extra fringe benefits like a car loan, house purchase loan, good medical schemes and peace of mind. This of course does not exclude Tetra Pak employees.
CHAPTER 3

RESEARCH METHODOLOGY

In this chapter, a presentation is made of the research design, the methods utilized in data collection, the technique employed in the data analysis and finally, the assumptions and limitations.

3.1 RESEARCH DESIGN

The Case study research collected data from 150 people. For purposes of the study, it used some elements of the Survey Research design method due to its cross-sectional outlook and due to the possibility of generalizing results from the sample to represent the entire population of the Tetra Pak Ltd. - Nairobi (TPL).

The design was chosen to enable the researcher gather data from the prospective respondents so as to accurately assess the respondent's degree of involvement in the policies under study. To determine the frequency within which supervisors meet and discuss each individual's responsibilities during the course of the year with respect to performance appraisal and the relevance of training. To also be able to use the sample in general to reflect the opinion of the entire Tetra Pak population.
3.1.1 The Subjects

The respondents for this study were drawn from within Tetra Pak Ltd - Nairobi. A different criterion was used for each group to ensure maximum accuracy of answers. There were three groups in total. One group was interviewed on training, the second on recruitment and the third group on performance appraisal. To ensure maximum results, it was necessary to select the right people for these questionnaires. Therefore the Personnel department was approached to give the names of the respondents who had been recruited within the last few months of 1994 and 1995 to answer the recruitment questionnaire. They obtained a list of 50 newly recruited employees. For training, a random selection was done. It was not possible to group the people as top management, middle management and juniors as these three classes do not exist in Tetra Pak. What does exist is top management and other employees. What this means is the company tries as much as possible to treat all employees as equal to a large extent. All employees are classified according to grade levels and it is not very easy to know each particular employee's grade, which is normally used only as a guide for benefits and salary. The staff mingle freely and easily with each other. Performance appraisal also involved another random selection of employees. In total the number of employees who returned their forms for the recruitment, training and performance appraisal were 150.

Oral interviews were limited to departmental heads and section heads as these had at one point or other participated in forming the policies that encompassed performance appraisal, recruitment and training. They are also the people that carried out the recruitment, performance appraisal and decisions on the type of training required for their staff. The survey design and field study were used and employees to an extent
were willing to answer the questionnaires. Sectional and departmental heads were put in one group mainly used for oral interviews.

The second group constituted all other employees. Some workers, worked on shifts and the researcher only used the shifts that worked between 7 a.m. to 3 p.m. and 3 p.m. to 12 midnight as these come in during the day and it was easier for purposes of data collection from them. Regarding appraisals and training the same groups were divided into two. Those who had gone for training and those who had never gone for training.

It was not possible to gather data from all the employees of the company for various reasons that could not be avoided. This is a company that operates on a 24 hour basis and some of the workers on shift duty could not easily be reached. However not all the respondents were able to reply to the questionnaires sent out.

3.2 RESEARCH PROCEDURE

To avoid repetition of respondents, it was necessary to obtain some help from the Personnel Department to obtain names especially of the newly recruited employees. The number of staff to be surveyed was fairly limited due to the fact that some staff worked on shifts and it was therefore not possible to get all of them to respond to the questionnaires.
1. A list of 60 recently employed staff within the period of 1994 to 1995 was drawn from the Personnel records with the help of the Personnel staff to ensure the right candidates were selected to respond in regards to the recruitment policies. This was agreed on with the advise of the personnel office.

2. The company has a performance appraisal system in place with which it reviews each employee's performance on an annual basis. Informal performance appraisals are also carried out. At the time of this research, the more formal performance appraisals were in progress and the staff were very willing to respond to questionnaires in this subject. They were therefore randomly selected.

3. On the training policy of the company, respondents were also selected randomly as this is a manufacturing company and it would not be possible to work in this environment without undertaking some training in addition to the training qualifications necessary in order to obtain a job with the firm. Those who had responded for recruitment and performance appraisal were however omitted.

3.3 DATA COLLECTION

Method of collecting data was through the use of questionnaires. There were 3 different types of questionnaires namely Questionnaire 1 that dealt with the Performance Appraisals, Questionnaire 2 that dealt with Recruitment and Questionnaire 3 that dealt with Training.
Questionnaire 1.

This questionnaire's purpose was to find out the opinion of the employees towards the performance appraisal system used and the frequency with which it was applied. (See appendix II)

Questionnaire 2

This questionnaire sort to find out from the new employees what they thought of the interviewing procedure and whether they felt this practice was fair. The questionnaire also sort to look at the level of education directly from the employees. (See appendix III)

Questionnaire 3.

The training questionnaire sort to see if the employees were selected for the training depending on the needs and relevance to work or not. (See appendix IV)

3.3.1 Sampling Method/Procedure

Employees selected for study were from the general list of employees in the company. Categories of newer employees were used for the recruitment questionnaire and employees who had been in the company longer, for the performance appraisal and training. Newer employees were selected to respond to the recruitment questionnaire as it was believed that they would remember more of what took place during the recruitment process than any other employees. Training and appraisal questionnaires
were given using the random selection for all other old employees. In discussions with personnel department, for the purpose of this study, newer employees were used.

3.4.2 Pre-Testing Instruments

The questionnaires that were developed were given to colleagues for comments. The comments received were incorporated in the questionnaires. It could have been desirable to pre-test the questionnaires with a few employees of Tetra Pak but this was not possible due to the limitation of time.

3.5 ASSUMPTIONS

It was assumed that all respondents gave accurate information that was truly reflective of their views during the research. It was also thought that from the data collection and this researcher's observation on the recruitment, training and performance appraisal as compared to the literature review, was taken seriously especially by the management and contributed a lot in the running of the organization.
CHAPTER 4

ANALYSIS AND DISCUSSION OF RESULTS.

In this chapter the researcher seeks to analyze the data collected from the findings after sending out questionnaires and also after talking to department and section heads. It is the hope of the researcher that every data will be made clear for easy understanding even to the lay reader.

4.1 TOTAL QUESTIONNAIRE ANALYSIS

This section looks at the general results obtained by the sending out of questionnaires and the total responses obtained in percentage form. Worked out as a percentage of the entire response for one group such as recruitment.

Recruitment
Total responses obtained from the 60 questionnaires were 50 respondents. Giving a total percentage response of 83%.

Performance Appraisal
Out of 70 questionnaires sent out, the total response returned was 40 hence giving a total percentage response of 57%.
Training

Out of 70 questionnaires sent out, the total response returned was 60 hence giving a total percentage response of 85.7%.

From the above three sets of results, it could be concluded that the best response rate was from the employees who answered the training questionnaires. It could also be noted that the worst response rate came from the performance appraisal questionnaires. It was however not possible to conclude on why the response rate was at its worst in performance appraisals. The response rate comparison can be seen in table form below.

<table>
<thead>
<tr>
<th>SURVEY FORM TYPE</th>
<th>No of forms</th>
<th>responses</th>
<th>Percentage response</th>
<th>Percentage of no response</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECRUITMENT</td>
<td>60</td>
<td>50</td>
<td>83</td>
<td>17</td>
</tr>
<tr>
<td>APPRAISAL</td>
<td>70</td>
<td>40</td>
<td>57</td>
<td>43</td>
</tr>
<tr>
<td>TRAINING</td>
<td>70</td>
<td>60</td>
<td>85.7</td>
<td>14.3</td>
</tr>
</tbody>
</table>

From the above it can be noted that the best response was from the training questionnaires and it could be concluded that training with a response rate of 85.7 percent was highly popular as compared to the performance appraisal which did not seem to appeal to a lot of the respondents and had the lowest percentage score that carried 57 percent on the questionnaires circulated.

Out of 100 questionnaires, 70 were received giving a response of 70%. For posted (internal mail) questionnaires, this was considered a high response rate. Thirty percent
did not respond and an additional 100 more questionnaires were sent out again. In general a total of 200 questionnaires were sent out and a response of 150 questionnaires returned. This improved the response rate to 75% and this was considered adequate for the analysis of data. (See below for chart.)

Table 4.2: Data Analysis Chart

```
<table>
<thead>
<tr>
<th></th>
<th>TRAINING</th>
<th>RECRUITMENT</th>
<th>APPRAISAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires</td>
<td>70</td>
<td>60</td>
<td>40</td>
</tr>
<tr>
<td>Responses</td>
<td>60</td>
<td>50</td>
<td>10</td>
</tr>
<tr>
<td>% No response</td>
<td>10</td>
<td>10</td>
<td>30</td>
</tr>
</tbody>
</table>
```

The research findings were based mainly be on the responses obtained from the questionnaires circulated. The respondents to all questionnaires were very positive about the system used in the recruitment, training and appraisal system.

4.2.1 FINDINGS ON GENERAL QUESTIONS

Some general questions were required to be responded to by all respondents and the following was gather from all the questionnaires:
Another problem that was encountered and overcome was that of suspicion. Even after giving explanations regarding the reason for the survey, some employees were adamant and completely refused to fill the forms. Those who did fill the forms either had filled survey forms before for other matters or clearly understood study research work involved surveys.

On the next page is a diagram on the outcome of the survey according to responses. On the basis of these results, with a response of 150 persons, I could conclude that the results of the response were good.

In regard to the period worked in Tetra Pak, apart from the employees who answered the recruitment questionnaires, the other respondents had on average worked with the company for a period of 6 years. Majority had been with the company for 12 years, hence giving an indication that the turnover employment level was very high. The company basically retained most of the staff it employed and hence very few left.

<table>
<thead>
<tr>
<th>NUMBER OF RESPONDENTS</th>
<th>WORK EXPERIENCE TO DATE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>2 year or less</td>
<td>33.3</td>
</tr>
<tr>
<td>63</td>
<td>3 to 10 years</td>
<td>42</td>
</tr>
<tr>
<td>37</td>
<td>12 years</td>
<td>24.7</td>
</tr>
</tbody>
</table>
Table 4.4: Average Work Experience Before Joining Tetra Pak

<table>
<thead>
<tr>
<th>NUMBER OF RESPONDENTS</th>
<th>WORK EXPERIENCE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>0-3 years</td>
<td>23</td>
</tr>
<tr>
<td>68</td>
<td>3-6 years</td>
<td>45</td>
</tr>
<tr>
<td>48</td>
<td>6-10 years</td>
<td>32</td>
</tr>
</tbody>
</table>

From the above table it could be noted that Tetra Pak tries as much as possible to strike a balance between hiring staff with no experience at all to hiring staff with a fairly long working experience. Twenty-three percent of respondents who had little or no experience at all fell in the category of management trainees in accounts, marketing, sales, maintenance work. Messengers and cleaners were also hired not necessarily with any experience at all.

Hiring for senior position was limited to people with a long period of work experience such as having between 6 to 10 years work experience. These make up the majority of a total of 77 percent if the working experience of 3 to 10 years was taken into consideration. It is very rare for staff to be hired with a work experience beyond 10 years as can be noted from the table.

Table 4.5: Average Duration Taken in Interviews

<table>
<thead>
<tr>
<th></th>
<th>TIME TAKEN</th>
<th>INTERVIEWER / TRAINER</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECRUITMENT</td>
<td>20 minutes</td>
<td>4</td>
</tr>
<tr>
<td>PERFORMANCE</td>
<td>45 minutes</td>
<td>1</td>
</tr>
<tr>
<td>APPRAISAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRAINING</td>
<td>2 days</td>
<td>2</td>
</tr>
</tbody>
</table>
In regard to the above table, the response rate, was on average 20 minutes that were spent on an interview. Of course this varied from one job to another, moreover on the individual being interviewed. In regard to training, respondents indicated that Tetra Pak had built on their experience, but all maintained that their own experience was adequate to the job assigned. Training in most cases took an average of two days if it was with consultancy firms like Tack Training, Consultants for Effective Training or any other firm that offered short training. Training overseas on average took one week but very few personnel were sent overseas. Mainly, it was cheaper to get an International trainer to come in for a week to three weeks to train more staff and cover more ground, solving the basic problems as they went along than if an entire group was sent abroad.

4.5.1 Appraisal Findings

Regarding whether a member of staff appraised other employees, 15 respondents indicated yes and they on averaged appraised 4 employees hence part of 21% of the total respondents. Thus 36% did not appraise any staff members. All respondents to the appraisal form indicated they were satisfied with the appraisal methods used by the company. On average the duration of the appraisal interview by those who had been appraised was 45 minutes. (See table on next page).

All respondents indicated that they felt the evaluation was fair as they thought that by the time of the appraisal interview an employee normally knew how well or how badly they are performing. The appraisal interview only serves to enhance what they think.

However a number of employees confessed to not being appraised by their senior managers. The reasons they sighted were:-
- Lack of time due to the Manager's hectic schedule.
- The Manager believed that they did their work well and always indicated immediately where they were going wrong.
- The manager also believed that the performance appraisal was more required by the junior employees than other senior or top management. These could very easily know when they were performing badly and when they were performing well according to company policy which they came in touch with fairly often.

Table 4.6: Responses On Performance Appraisal

<table>
<thead>
<tr>
<th></th>
<th>Yes / No feedback</th>
<th>%</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff appraised other staff.</td>
<td>Yes</td>
<td>21%</td>
<td>Senior staff appraise junior staff.</td>
</tr>
<tr>
<td>Staff not appraising others</td>
<td>Yes</td>
<td>36%</td>
<td>Junior staff members.</td>
</tr>
<tr>
<td>Satisfaction on method used</td>
<td>All</td>
<td>All</td>
<td>No exposure to any other method.</td>
</tr>
<tr>
<td>Fairness of the evaluation</td>
<td>All</td>
<td>All</td>
<td>Confirmation of what staff already know.</td>
</tr>
<tr>
<td>Notice to prepare given</td>
<td>Yes</td>
<td>All</td>
<td>24 hours notice was given.</td>
</tr>
<tr>
<td>Was the appraiser fair</td>
<td>Yes</td>
<td>All</td>
<td>Interviewee already knew their performance level.</td>
</tr>
<tr>
<td>Was valuable information on performance given.</td>
<td>Yes</td>
<td>All</td>
<td>The aim of the interview was to assist in improvement.</td>
</tr>
<tr>
<td>Was opportunity to ask questions given</td>
<td>Yes</td>
<td>All</td>
<td></td>
</tr>
</tbody>
</table>

Table of responses on performance appraisal is just a clear process of research justification, and this should be taken as one of the data collected. This is covered in the graph in table 3.

4.5.2 Recruitment Findings

The average amount of time spent on a recruitment interview was 20 minutes with a minimum of 2 people on a panel to a maximum of 4 people on a panel as indicated in table 5. The recruitment interviews took place twice for whichever position was advertised. It is company policy to hold two interviews, that is first interview to meet the applicants and second interview to decided from the selected few to obtain the final person. All respondents felt the questions asked were relevant to the job on offer and the interviewers showed an air of high professionalism.

During the interview they got as much information as was possible concerning the job on offer. They also found the procedure used effective and very precise. Finally all the people recruited had previous experience with other companies that was relevant to the new positions, apart from the Management trainees, who had no previous experience.
Table 4.7: Effect of Interviews on staff

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>REASONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Were questions relevant</td>
<td>50</td>
<td></td>
<td>All questions presented to interviewees were relevant to the job in question.</td>
</tr>
<tr>
<td>Were questions penetrating</td>
<td>50</td>
<td></td>
<td>The general response was that the questions were penetrating as the interviewers had enough knowledge for the job in question.</td>
</tr>
<tr>
<td>Were the interviewers</td>
<td>50</td>
<td></td>
<td>The interviewees also agreed on this point that all interviewers on the panel were attentive and did take into consideration that interviewees were nervous.</td>
</tr>
<tr>
<td>attentive?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information on job on offer?</td>
<td>50</td>
<td></td>
<td>They have information on job on offer whether the interviewee asked for it or not.</td>
</tr>
<tr>
<td>Was their opportunity to ask</td>
<td>50</td>
<td></td>
<td>All respondents agreed that they were given an opportunity to ask questions that were answered.</td>
</tr>
<tr>
<td>questions?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From above table it may seem that the interviewees were very willing to agree with every thing that was carried out but according to the researcher, it may be because the company strives to be professional in its approach especially to recruitment so as to ensure Total Quality staff are hired. Refer to chapter 2 under Total quality management in 2.2.3.
Table 4.8: Level Of Education

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>BELOW KCE</td>
<td>3</td>
</tr>
<tr>
<td>KCE</td>
<td>80</td>
</tr>
<tr>
<td>KACE</td>
<td>55</td>
</tr>
<tr>
<td>UNIVERSITY AND DIPLOMA</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>153</td>
</tr>
</tbody>
</table>

The above three staff members were not included at the time of the survey. However, it was interesting to find out exactly why they were hired by the company, especially since the company rules required that all staff hired, must have a minimum 'O' Level standard of learning. These staff assist in the general maintenance of the company buildings and grounds and actually do a very good job that does not require a high level of learning to carry out.

(See table 4.8) Table indicating the spread of staff with education level. Today, the company strictly hires only staff with a minimal KCE level of education that forms the minimal level of education in the company. As can also be noted, the next largest group of staff fell under the KACE level of education. This gives an indication that most of the staff completed high school before 1987 that was the last group for the 'A' Level exam, and justifies the average age of 34 years as seen in the Introduction chapter at the beginning of this writing.

It would also be noteworthy that all professions were covered in the recruitment questionnaires, right from messenger to engineers. So it may be said here that the questionnaire was not biased if all responses as indicated in table 8 all thought the same regardless of job or position held in the company.
4.5.3 Training Findings

It was noteworthy that all employees had undergone some form of training except for the cleaners/messengers. All training's had a minimum of five people with a minimum of two days being the duration of the training.

<table>
<thead>
<tr>
<th>Table 4.9: Responses to training questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TETRA PAK LTD Built on previous training</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Past experience adequate.</strong></td>
</tr>
<tr>
<td><strong>Was training relevant</strong></td>
</tr>
<tr>
<td><strong>Did training enhance performance</strong></td>
</tr>
<tr>
<td><strong>Once trained, are you expected to train other employees</strong></td>
</tr>
</tbody>
</table>
As could be noted at the beginning of this chapter, training was considered to be very important. The researcher has used the response rate as an indication of the interest the employees had in training. May employees had definitely undergone training and looked at it as something very positive in relation to their work. In Conclusion as additional remark; the respondents all indicated they would appreciate even more opportunity for training. However, the heads of department on the other hand indicated that they only sent an individual on training when they deemed it necessary and relevant to the individual’s work. So they did not just send individuals on training, that was not relevant to their nature of work.

Finally in carrying out the survey on the recruitment, training and appraisal procedures, from the responses received, it could be concluded that employees showed an indication that they knew what was going on regarding all procedures followed for the various training’s taking place. Most concluded that they found the questionnaires relevant and the researcher was able to gather much more information from the questionnaires too.
CONCLUSIONS

The response to the questionnaires was very good as out of the entire questionnaires that went out, almost all were answered and returned. The company realizing the importance of performance appraisals, was carrying out performance appraisal training for the management at just about the time the research was being carried out.

Various other training's were taking place at just about the same time and the trainees were approached to fill the training questionnaires. On the basis of the training they had only recently undertaken, they were able to fill in the questionnaires.

It was not possible to receive responses from all the questionnaires sent out and so the exercise was repeated again for all three research sectors, that is the training, performance appraisal and the recruitment. Of course new employees were just coming in and it was possible to interview additional people. The company is growing and the number of personnel is increasing. So the result of the 150 respondents was obtained after the questionnaires were sent out again. In general an average of 50 responses were received for each set of research sectors.

Administrating Questionnaires

It was not possible for the researcher to circulate the questionnaires personally. The company has an internal mail system. The researcher used this system to send the questionnaires to the individual employees. Each questionnaire had a short
introduction and reassurance to the employees that the information they were going to supply would be treated as confidential. They were requested to complete the questionnaire forms and send them back to the researcher using the same internal mail system.

From all the questionnaires circulated the percentage response was 57% for performance appraisal, 83% for recruitment and 85.7% for Training respectively. If these results are noted with reference to the literature review chapter taken in mind, it would be concluded that whereas staff do enjoy going on training, they do not like having their performance rated. It may also be noted that from the total 200 questionnaires, sent out, 150 questionnaires were returned which gave a response rate of 75%. This is considered very good by the researcher as it has to be taken into consideration that many of the staff members are very busy people and it was a great honour for them to take time to answer a survey questionnaire that would not in any way contribute to their job performance.

It is necessary to note at this juncture that in comparison with the Literature Review from various authors, Tetra Pak is indeed practicing the various aspects of recruitment, training and performance appraisal that are necessary for the proper running of the organization. Hence the Literature review in which the researcher endeavoured to carry out comparisons with what Tetra Pak is doing was quite in order.

It is relevant to also note at this point that oral individual interviews were carried out as specified in chapter 3 of Research methodology on page 43 only with the Personnel Manager. This was because all department heads referred the researcher to the Personnel Manager to ensure that uniform information was released. The Personnel manager in turn availed company policies and procedures used for recruitment,
performance appraisal and training as can be noted with the example of the performance appraisal form in the appendix.

The employees were also encouraged by the Personnel Manager to respond to the questionnaires honestly and this assisted the researcher in getting a true picture hence the possibility of clearly finding out that performance appraisal is the list popular topic to the employees.
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APPENDIX 1

Tetra Pak Ltd.

PERIOD UNDER REVIEW
FROM: TO:

PERFORMANCE APPRAISAL FORM

<table>
<thead>
<tr>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>AREA</td>
</tr>
</tbody>
</table>

Please describe the performance of this employee as appropriate under each of the following headings.

1. Technical knowledge and skills

2. Attitude/Initiative

3. Productivity
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Teamwork/Working with others</td>
</tr>
<tr>
<td>5.</td>
<td>Dependability</td>
</tr>
<tr>
<td>6.</td>
<td>Quality oriented</td>
</tr>
<tr>
<td>7.</td>
<td>Safety practices</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signatures</th>
<th>Employee</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Manager</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX II

QUESTIONNAIRE No 1

EVALUATION OF APPRAISAL PROCEDURES.

1. How long have you worked with Tetra Pak Ltd. (Nairobi) ........................................

2. In which department do you work? ...........................................................................

3. Do you appraise any employees
   (a)  Yes ( )
        No  ( )
   (b)  If yes how many ..................................................

4. (a) What do you feel about judging performance using staff appraisal systems?
        ........................................................................................................
        ........................................................................................................
   (b) Briefly describe the appraisal method you use for employees.....................
        ........................................................................................................
        ........................................................................................................
   (c) Are you satisfied with the appraisal method you use to appraise employees?
        Yes ( )
        No ( )
   (d) If No give reasons ..................................................................................
        ........................................................................................................
        ........................................................................................................

5. (a) At the time of your appraisal, were you given adequate notice to prepare for it.
        Yes ( )

70
No ( )
(b) What was the duration of the interview.................................

6. (a) Do you think the evaluation was fair.
   Yes ( )
   No ( )
(b) Give reasons..........................................................................
.........................................................................................
.........................................................................................

7. (a) Would you term your appraiser:
   (1) Fair ( )
   (2) Unfair ( )
   (3) any other ........................................................................
.........................................................................................
.........................................................................................
(b) Give reasons ........................................................................
.........................................................................................
.........................................................................................

8. (a) During the appraisal interview did you get any valuable information regarding the ways of improving your performance?
   Yes ( )
   No ( )
(b) Give reasons ........................................................................
.........................................................................................

9. (a) Were you given the opportunity to ask any question?
   Yes ( )
   No ( )

71
(b) other? ..................................................................................................  
                                                                                       ..................................................................................................

10. What is your name? (optional) .............................................................................. 

11. Do you have any additional comments that are not listed? ............................... 
                                                                                       ..................................................................................................
                                                                                       ..................................................................................................
                                                                                       ..................................................................................................
                                                                                       ..................................................................................................
                                                                                       ..................................................................................................
                                                                                       ..................................................................................................
                                                                                       ..................................................................................................
                                                                                       ..................................................................................................

72
QUESTIONNAIRE No. 2

EVALUATION OF RECRUITMENT PROCEDURES.

1. How long have you worked with Tetra Pak Ltd. (Nairobi)? ............................................

2. Which is your department? .................................................................................................

3. How many employees are in your department? .................................................................

4. Give the number of times you were interviewed before the final job offer?.

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

5. At that time how many people were on the interview panel (in each respective interview)?

   (a)  1. ........
        2. ........
        3. ........

   (b) What was the average duration of the interview? ......................................................

6. Do you think the questions asked were relevant to the job on offer.

   Yes ( )
   No  ( )

   Give reasons......................................................................................................................
   ...........................................................................................................................................

7. Would you term the interview panel as:

   (a) Penetrating Yes ( ) No ( )
   (b) Attentive Yes ( ) No ( )
   (c) any other .....................................................................................................................
   ...........................................................................................................................................

73
8. During the interview did you get any valuable information regarding the job on offer.
   (a) Yes  (  )
   (b) No   (  )

   Any comments .........................................................................................................
   .............................................................................................................................

9. Were you given the opportunity to ask any question?
   Yes  (  )
   No   (  )

   Any comment .........................................................................................................
   .............................................................................................................................

10. Give your highest academic qualifications.
    (a) KCE     (  )
    (b) KACE    (  )
    (c) UNIVERSITY (  )
    (d) Any other ...............................................................

11. State your professional line? e.g.
    (a) Driver    (  )
    (b) Accountant (  )
    (c) Technician (  )
    (d) Engineer  (  )
    (e) .........................

12. When interviewed, did you find the procedure used effective?
    Yes  (  )
    No   (  )

13. Did you have any experience before joining TPL?
    Yes  (  )

    74
No (  )

(b) Was this experience (if any) relevant to your new position?

Yes (  )

No (  )

14. Would you like to make any additional comments about your recruitment?

........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
1. How long have you worked with Tetra Pak Ltd. (Nairobi)? ...........................................

2. Which is your department? ........................................................................................................

3. State the experience you had before joining Tetra Pak (in years). ........................................

4. Has TETRA PAK LTD built you on your past experience through training?
   Yes ( )
   No ( )

5. (a) Was your past experience adequate for the job you were assigned
        at TPL.
        Yes ( )
        No ( )

   (b) Give reasons .........................................................................................................................
        .............................................................................................................................................
        .............................................................................................................................................

6. How many employees are in your department? .................................................................

7. Give the number of times TETRA PAK LTD Nairobi has sent you for a training program.
   (a) Once a year ( )
   (b) Twice a year ( )
   (c) More often ( ) Give the number of times .................................................................

8. (a) At that time how many people were on the training? ....................................................
   (b) What was the duration of the training? .............................................................................
9. Do you think the training has helped you in your job performance.
   (a) Yes ( )
   No ( )
   (b) Give reasons...
       ............................................................................................
       ............................................................................................
       ............................................................................................

10. Would you term the training relevant to your work?
   (a) Yes ( )
   No ( )
   (b) Give reasons...
       ............................................................................................
       ............................................................................................
       ............................................................................................

11. Once trained, were you expected to train other employees on the same?
    Yes ( )
    No ( )

12. Do you get the opportunity to train the other TETRA PAK LTD employees often?
    Yes ( )
    No ( )

13. What is your name (optional)?

14. Do you have any additional comments you would like to make?
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