FACTORS WHICH INFLUENCE EMPLOYEE PERFORMANCE IN THE MANUFACTURING INDUSTRY: A CASE EASTAFRICAN PORTLAND CEMENT COMPANY

BY

WASULWA DORCAS AKINYI MAINYA

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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WASULWA DORCAS AKINYI MAINYA

A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement of Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER, 2016
STUDENT’S DECLARATION

I, the undersigned declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University – Africa for academic Credit.

Signed ___________________________          Date ___________________________

Wasulwa Dorcas Akinyi Mainya (ID 632859)

This Project report has been presented for examination with my approval as the appointed supervisor

Signed ___________________________          Date ___________________________

Dr. Teresia Linge

Signed ___________________________          Date ___________________________

Dean, School of Business
DEDICATION

This work is dedicated to my loving husband and children who really encouraged and supported me throughout the course as well as to my sisters; for their love, patience and understanding while I was undertaking the course. May God Almighty bless you all.
ACKNOWLEDGEMENT
The successful completion of this report could not be achieved without the input from many participants. My greatest thanks goes to my supervisor, Dr. Teresia Linge who has patiently and tirelessly offered guidance and constant encouragement without whom very little of the work on this project would have been achieved. I also acknowledge the participation of EAPCC staff who cooperated in providing responses to the questionnaire.
ABSTRACT

The purpose of this study was to examine the factors which influence employee performance in the manufacturing industry a case of East African Portland Cement Company in Kenya. The study was guided by three research questions as follows: To what extent do benefits influence employee performance at EAPCC? To what extent does learning and development influence employee performance at EAPCC? To extent does work environment influence employee performance at EAPCC?

The study adopted a descriptive survey research design. The target population comprised of 1160 employees of EAPCC. Stratified random sampling was adopted to select 297 respondents. Data was collected using a structured questionnaire. The data analysis tool was the Stratified Package for Social Sciences (SPSS). The data was analysed using descriptive statistics like frequencies and percentages. The results were presented using figures and tables.

With regard to benefits, the study revealed many respondents agreed that they were given recognition for performance. Majority of the respondents also agreed that they had access to good medical protection, that they got good security and retirement benefits. All the same, the respondents disagreed that the package for attracting, retaining and engaging employees was right. The study findings indicated that all the benefits had a large effect on employee productivity.

On learning and development, majority of the respondents agreed that they were provided with opportunities for skill development and that the training programs were focused on organization’s needs. However, the respondents disagreed that the training need focused on the individual needs. They also disagreed that career advancement was clearly defined. The study found that there were many negative responses on whether the organization made use of its employees’ abilities and skills.

Regarding work environment, majority of the respondents agreed that proper working technologies and safety gear were provided. They were also of the opinion that the supervisors led by example and were supportive. The study found that many respondents gave negative responses as to whether they had experienced work related illnesses. Many
also disagreed that their work environment was comfortable. They also disagreed that their workload was reasonable.

The study concluded that benefits, learning and development and work environment forms an important aspect in manufacturing organizations as it influences employee performance. EAPCC recognizes excellent performers however it did not carry out promotions frequently for high achievers. The employees do not have very attractive benefit package although they are offered good allowances for overtime worked. These other packages that are not attractive and do not match job responsibilities may demotivate to the hard working employees. On the skill development the study concludes that the employees have opportunities for skill development however seminars and workshops for the departments are not held frequently.

The study recommended that management in organizations should design a benefits system which would drive, reinforce and sometimes alter the culture in a way that the organization’s goals are supported and have different types of benefit systems which relate to performance. They should design recognition programmes that have a purpose of keeping employees motivated and productive. Organizations should align reward practices to attain good organizational performance. They should re-orient the employees to align their values with those of the organization through training, team building and harmonization of the organizational policies. This would make employees feel proud about them and the organization as well as boost their morale and productivity.
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ABBREVIATION

EAPCC – East African Portland Cement Company Limited
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Every organization’s ultimate goal is to achieve its strategic objectives. For most organizations, this includes profitability, market share, innovation, physical and financial resources, management performance and development, employee’s performance and attitudes and social responsibility (Drucker, 1954). Organization performance is an important building block of an organization that lays the foundation for high performance. This ensures that the organizations’ goals are consistently being met in an effective and efficient manner (Anderson, 2008). There are several factors that affect performance of an organization. These include, personal characteristics including prior experience, confidence, heredity, ability and personality, standards set by line managers, motivation to perform, frequency of evaluation, teamwork and product knowledge (Bacal, 2011).

Human resources are the most important resource in any organizations and the success of any business is the sum total of individual and collective organizational performance. Due to heightened competition for the most skilled and knowledgeable employees, it has increasingly become more difficult for employers to attract, retain, and motivate top talent from around the world needed for business to succeed (Janush, 2003). Many organizations are therefore investing heavily on total reward programs, as an inducement to attract and retain talented people to their organizations, who can perform at levels that produce outcomes that the employer is seeking. The organizations endeavour to retain such employees so long as they continue being productive and realizing the expected results. However it is not clearly established whether organizations continue to reap from the rewards of their investment.

Many business leaders and human capital practitioners believe that when benefits, learning and development and conducive work environment are properly aligned, designed, and delivered, they impact on individual engagement and performance. Consequently, there is great interest in finding ways to unlock what can be done to motivate and retain staff in order to achieve maximum employee performance. However,
many organizations struggle to find the right combination and potential that can be achieved to deliver maximum employee performance and achievement of its objectives. As stated by Azasu (2009), organizations that use rewards strategy tend to achieve organizational objectives than those which do not.

To enhance employee performance, employers must put measures in place to develop their staff so that they can think, work on their own and fulfil their responsibilities innovatively, while understanding, foreseeing the market and business situations (Gadot, 2007). Consequently a question arises about how benefits, learning and development, conducive work environment affect the performance of the organization.

Notably different approaches have been adopted worldwide to improve employee performance. The approaches include goal setting approach, measurement and feedback approach, involvement of employees in decision approach, organization’s culture approach, organization’s expectation approach, job design approach, rewards and recognition approach (Howes, 2010). As demonstrated by Lawler and Worley (2006), the desire of the employees to get a reward will make them adjust their behaviour in order to achieve the minimum level of performance expected by the organization.

Several authors outline performance related-pay among key factors that contribute to the development of innovations. According to Laursen (2002), reward system design can help to modify the organization’s culture. It is a mechanism that can be used by managers to communicate desired behaviours to organizational members. Managers who complain about lack of motivation in their subordinates should consider the possibility that the reward systems they have installed are paying off for behaviour other than what they are seeking. Philips (2007) identified compensation among the critical levers to help change the employee performance.

It has been noted that rewards is one of the important elements that most organizations use in to achieve employee engagement and enhance their contribution in generation of creative ideas leading to better business functionality and improved company performance both financially and non-financially (Ong and Yip 2012). Consequently, rewards is a key component of Human Resource Management that is believed to have an impact on employee performance (Becker and Huselid, 2006). It has been noted that unique rewards systems can help drive both individual and company to higher levels of
performance and business success (Heneman and Dixon, 2006). Poorly designed, administered, and understood rewards programs can increase attrition of top talent and misdirect employee achievements in performance of individual and organizational objectives (Scott, McMullen, Sperling and Bowbin, 2007).

Employers face challenges of choosing rewards that respond to individual needs and improving the profits and financials of the organization. Tschohi (2009:1) states that globally, the economy is in a dismal state and companies are downsizing and freezing salaries in order to survive. Tschohi (2009:2) further suggests alternative remuneration strategies, which are less costly such as employee recognition, better career programmes, improved organizational communication, and job enrichment programmes which can be used to achieve maximum employee performance.

Practice shows that management should give privileged concentration towards accepting individual differences, wants and behaviors, as well as their criticality to allow them know and handle organizational complexity. Such knowledge is considered significant in helping individuals advance valuable learning styles that is lined up with organizational objectives and needs.

According to Cohen (2008) organizations aiming to improve productivity, with rigorous planned strategies, staff with balanced and mixed thinking skills can produce more efficient and innovative organizational outcomes. The left-brain and right brain model goes beyond mere issues of management style but it reflects organizational thinking, how it solves its problem, how it can improve the situational distinctiveness of its projects and overcome the challenges existing.

Overall employee performance is seen as a function of the interplay of organization’s benefits, its learning and development programs and having a conducive working environment. Over the past 30 years there have been many attempts to define employee performance generally and to apply performance concepts to various organizational types. A number of ideas emerge from the organizational performance; in all organizations, performance relates to organizational purpose. Performance also needs to reflect achievements relative to the resources used by the organization. Performance must be considered within the environment in which the institution does its work. To achieve this organizational activities and services must SMART (specific, measurable, attainable,
realistic and time bound) and corresponds to the stakeholders needs. Organizational survival is usually at risk when its services and activities are not relevant and cannot be achieved. According to Fowler (2005) the performance of institutions can be conceived as falling within three broad areas: performance in activities that support the mission (effectiveness), performance in relation to the resources available (efficiency), and performance in relation to long-term viability or sustainability (ongoing relevance). As alluded in the preceding explanation many organisations have continued to invest in their employees but limited research has been carried out to examine the factors which influence employee performance. It is against this that this study attempted to close the gap and bring into limelight of factors which influence employee performance in the manufacturing industry. By assuming benefits, learning and development, work environment as the independent variables and employee performance as the dependent variable. This research was designed to determine how benefits, learning and development, work environment influences performance of an employee.

The East African Portland Cement Company Limited started as a trading company importing cement mainly from England for early construction work in East Africa. It was formed by Blue Circle Industries United Kingdom. The name Portland was given due to the resemblance in colour of set cement to the Portland stone that was mined on the Isle of Portland in Dorset, England. It was not until February 1933 that the Company was incorporated in Kenya with the first factory in Nairobi's Industrial Area. The Company had one cement mill (Mill No. 2) and used to import clinker from India. The production capacity was about 60,000 tonnes of cement.

In December 1956, construction of the Athi River facility started. The factory was commissioned in 1958 and consisted of a Rotary Kiln (Wet), a big cement mill (Cement Mill 1 & 3) which significantly increased production capacity to 120,000 tonnes per annum. Since then the EAPCC has greatly expanded its production capacity with the introduction of Mill No. 5 and at present produces over 1.3 million tonnes of cement per annum. For more than 80 years, East African Portland Cement Company has been Kenya's leading cement manufacturer. By providing the 'lifeblood' of the country's construction industry, the company has played a central role in nation building. The East African Portland Cement Company (EAPCC) is the second largest cement producer in the country after Bamburi with a market share of 33%. The company has been marketing it
products to the international market Cement manufacturers under the umbrella East African Cement Producers Association (Riungu, 2010).

East African Portland Cement Company has been Kenya's leading cement manufacturer producing world class cement in the blue triangle brand. The products have been used in projects in areas such as housing, education, health, tourism, transport and communication, as well as hydro-electric power across the country. The company currently with 1160 employees has compensates its employees in order to achieve maximum employee performance. Though employees receive benefits, learning and development given to its staff and a conducive work environment, the relationship between the above and the employee performance in the company has not been studied in Kenya.

1.2 Statement of the Problem

The presence of unreliable working system brings the compensatory damage that impact negatively on the financial performance of the organization (Myers 2000). This results to significant reduction of employee productivity, increased labor conflicts, dissatisfaction and perception of unfairness in the organization (Brian, 2005). Investing in employees is key and it makes them reasonably able and motivated to achieve organizational excellence. Benefits, learning and development and conducive work environment motivates employees and makes them give their maximum efforts towards assigned work (Worldatwork, 2007).

Due to the global trends in the market today, many manufacturing companies are faced with challenges brought about by changing technology, competition and cheap imports. Organizations have realized that one thing their competitors cannot commoditize or duplicate is a unique workforce (Endres & Mancheno-Smoak, 2008). Faced with the challenge of differentiating themselves through a unique workforce, organizations have invested heavily on their employees which helps them attract and retain a motivated workforce that can help them deliver on their set objectives (Kerr, Steve, and Glenn Rifkin, 2009). Organizations have invested heavily in benefits, learning and development and work environment for the sake of their employees so as to achieve the set objectives or goals of the organization (Pesaler, 2008). Very little attention has however been paid to factors which drive employee performance. The studies that have been conducted have
totally neglected this area of research. It is not clear whether performance is actually achieved when employees get benefits, learning and development and when they have a conducive working environment. There has not been such a study carried out in the manufacturing organization of this nature. Therefore, this study attempted to close this gap by bringing to light and giving a clearer understanding of the influence of benefits, learning and development and work environment on employee performance.

1.3 The Purpose of the Study

The purpose of this study was to examine the factors which influence employee performance in the manufacturing industry.

1.4 Research Questions

The study was guided by the following questions:

1.4.1 To what extent do benefits influence employee performance at EAPCC?

1.4.2 To what extent does learning and development affect employee performance at EAPCC?

1.4.3 To what extent does work environment affect employee performance at EAPCC?

1.5 Significance of the Study

The results of this study will be useful to the following group of people:

1.5.1 EAPCC Management

To EAPCC management the study will help the company understand the factors which influence employee performance. This will help the company to focus on the factors which influence the performance of the employees.
1.5.2 EAPCC Employees

The results of the study will be useful to the labour movements and unions as they negotiate with management. Their understanding of the factors that affect employee performance will increase their negotiation and effectiveness of the collective bargaining agreements.

1.5.3 EAPCC Human Resource Department

To EAPCC Human Resource Department the study will help them understand the factors which affect employee performance. This will help them understand the factors which affect employee performance and benefit from the recommended strategies to enhance it.

1.5.4 Researchers

The research will provide theoretical and empirical input to the body of knowledge in the factors which affect employee performance. Further researchers who will wish to extend studies on this would find the report useful as a reference point.

1.6 Scope of the Study

The study focused on the cement industry. The study was conducted at the East African Portland Cement Company (EAPCC) limited headquarters based in Athi-river in the outskirts of Nairobi. The research targeted all the 1160 EAPCC staff. The limitations of the study entailed slow responses in completing the questionnaire. This was overcome by calling respondents to remind them to complete the questionnaire. The study was conducted in the Month of May, 2016.

1.7 Key Definitions / Terms

1.7.1 Employee benefits

These are programs an employer uses to supplement the cash compensation that employees receive (i.e. health, income protection, savings, retirement programs, provide security for employees and their families, educational, residential, or recreational facilities). These benefits may be financial or non-financial, long term or short term, free or at concessional rates. Thus, the employee benefits are the comforts and the facilities
given to employees to enable them to work in a healthy and peaceful atmosphere (Worldartwork, 2010).

1.7.2 Employee learning and development
Systematic, planned instruction and development activities that promote learning among employees. Organisation takes development seriously, delivering training that staff need now as well as providing fair access to further development opportunities (Robinson, 2004).

1.7.3 Work environment
This is the prevailing atmosphere in the place of work. It includes the physical facilities and how workers are treated. It is the organisation culture, leadership, communications, involvement, work–life balance and non-financial recognition. (Brown and Armstrong, 1999).

1.7.4 Employee engagement
Represents an alignment of maximum job satisfaction with maximum job contribution. Engaged employees are not just planning to stick around. They are not just happy or proud. They are enthused and “in gear”, using their talents to make a difference in their employer’s quest for sustainable business success’ (Blessing White, 2006)

1.8 Chapter Summary
This chapter has provided a background to the research problem. The chapter has further stated the problem, the purpose and its research questions. It has gave the significance of the study and the scope. It has also defined key terms of the study. Chapter two presents a review of literature based on the key research questions. Chapter three describes research methodology, chapter four provides the results and chapter five gives the discussion, conclusion and recommendation of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review of the study. The literature review is in three sections as per research questions. Literature is provided on benefits, learning and development, and work environment and employee performance. It ends with a chapter summary.

2.2. Benefits and Employee Performance

Benefits are indirect forms of compensation that employees get from their employers as part of employment relationship (Dessler, 2008). To achieve and get quality service from employees an employer must offer more than just salary or wages. Employees will always go for good benefits package. Organizations success can be achieved by maintaining healthy employee relations in the organization. One way of doing this is by having good benefit that can be enjoyed by their employees. Competition is high currently and all organizations tend to focus on employee retention. Employees need to be motivated by providing lucrative employee benefits which will help in making the employees strive to achieve organization goals and objectives. To achieve organizational goals, it is important to have strategies that make employees happy and design various incentives for them to benefit from, thereby make them feel valuable and increase their performance.

2.2.1 Employee Benefits

These are programs an employer uses to supplement the cash compensation that employees receive, to protect the employee and his or her family from financial risks. Benefits constitute an important part of the remuneration package. They are an addition to other forms of cash payment like wages and salaries that are intended to improve the quality of work life for employees and increase their cooperation and productivity (Amah, Nwuche and Chukwuigwe, 2013). Employee benefits is defined as any form of compensation provided by the organization other than wages or salaries that are paid for in whole or in part by the employer. Employee benefits are essential for the development of corporate industrial relations. Examples include retirement plans, child care, elder care, hospitalization programs, social security, vacation and paid holidays (Christoph, 1996).
The purpose of employee benefits is to increase the economic security of staff members, and in doing so, improve worker retention across the organization. Employee benefits includes pay for time not worked for (examples include sick leave, vacation, maternity leave), insurance benefits (for example job-related accidents and illness benefits), retirement benefits (examples include pensions, profit sharing plans), employee service benefits (for example counseling, subsidized childcare, transport, meals), compensation/reward for services rendered and recognition for good performance.

Employee benefits can be mandatory and non-mandatory. Mandatory benefits are those required by law – for example pensions and workers’ compensation. Non-mandatory benefits include tuition refund, various discounts etcetera.

Employee benefits represent virtually any form of compensation other than direct wages and paid for in whole or in part by the employer, even if provided by a third party (Marsh and Kleiner, 1998). Benefits vary and serve different social and economic needs. Several benefits are required by law. Some of the benefits include employer contributions to Social Security, Medicare, and worker's compensation insurance (Marsh and Kleiner, 1998). Mondy and Noe (2002) agree that, 9% from the amount of the benefits are legally required by the law. Benefits that are to be given to the employees as provided for by law are for the security of the employees in their future life when they are no longer in the employment.

Jackson and Mathis (2004) mentioned that employee benefits such as health insurance, vacation pay or retirement pension are the important indirect financial rewards. The benefits given by the employer are not only a mechanism to improve the employees’ performance, but it also helps to attract applicants in the recruitment process. Amah et al., (2013) mentioned in their benefit research that piece rates, commissions, tips, bonuses, stock options and others, offered by employers, including health, life and dental insurance, retirement plans, maternity leave or child care provision could give a big impact towards the performance and commitment of the employees. They also add that offering fringe benefits may promote greater work effort from the employees.

Benefits have always been seen as an employee reward and it can create a sense of ongoing employer appreciation. Benefits, however, are not just to serve the employee but also benefit the management in a long term (Amah, 2010). Few individual
employers see the need to address issues related to employee benefits. Positive feelings created by good benefits may help to change workers to be more hard working. This will eventually result in low turnover, and increase individual employees’ performance which translates to overall organization performance.

According to Amah et al., (2013), there are three objectives of benefit programmes. The first objective of the benefits programme is to meet the lowest physical and psychological demands of employees so that they could fully engage themselves in work.

The second objective of the benefits programme is to compete with other corporations at an equal level. When similar employee benefits are adopted by competitors, it is necessary to offer the same level of benefit programme in order to maintain competitiveness.

The third objective of the benefits programme is to provide social and welfare services. Amah (2010) agreed that employees want to receive more than just a salary from their job. Other than the pay received, employees expect other rewards for coming to work. The extra rewards given could motivate and encourage them to perform their best and sustain their loyalty.

Everyone works with an expectation of some rewards. Employee benefits are essential for the development of corporate industrial relations. According to Amah et al. (2013), the hygiene factor (salary, working condition etc) will affect the employees' work-motivation and thus productivity and their organization performance.

### 2.2.2 Types of Employee Benefits

Employee benefits may be financial or non-financial. The financial benefits include pay for time not worked for (for example sick leave, vacation, maternity leave), insurance benefits (for example job-related accidents and illness benefits), retirement benefits (for example pensions, profit sharing plans) and compensation or payment for services rendered (Dessler, 2008). The non-financial benefits may include employee service benefits (for example counseling, subsidized childcare, transport, meals etc.) and recognition for good performance. Employee benefits can be mandatory and non-mandatory. Mandatory benefits are those required by law for example pensions and
workers’ compensation. Non-mandatory benefits include tuition refund, various discounts.

2.2.3 Managing Employee Benefits

Employees want to be convinced that their employers are interested and committed to their welfare before they can bring out their all in the service of the employers and ensure the organization’s success. Every employee wants a caring organization; benefits can be source of competitive advantage. Organizations need to have a clear benefit plan in line with achieving its strategies for success. Such a plan will include the organization’s specific objective for providing employee benefits. The objective should take into consideration how to satisfy employees’ needs as well as satisfy organizations objectives (Mondy and Noe (2002). The organization’s objectives generally include attracting competent employees, motivating, retaining, improving their morale, providing for their health and security needs, increasing their satisfaction, improving their quality of work life, to be competitive and improve the organization’s image.

To achieve the stated objective, management need to carefully consider what benefits might best suit the organization, the acceptance of such benefits by the employees, the total cost involved, the amount available for the provision of benefits and how the results will be evaluated. The benefit program or plan so developed must be subject to modification to suit changing circumstances in the society. Effective communication is necessary to inform the employee about the available benefits and how they can access them. The information should be very clear; multiple channels of communication need to be used. The value of the benefits should be communicated in a way the employees will appreciate them. Some organizations use a computerized benefits statement to keep employees informed about their benefits. The data is also used by management for accurate record keeping and cost- effectiveness.

To have a competitive benefit package an organization need to carry out a survey to know what is available in other organizations, so that they use it as a basis and add or modify theirs to have an edge. The survey could be done through the use of interviews, questionnaires or information from consultants. The nature of an organization’s work
force affects its choice of benefits package. An organization with many single employees may not have the same benefit package with another whose employees are mostly married people. Single people will prefer more money while married people will want health care and disability leave, pension and life insurance. The benefits adopted by an organization need to be acceptable to its employees for it to be effective in achieving its desired goals. To achieve these, individual employees could be interviewed or the union executive could be consulted before the introduction of new benefit package.

2.2.4 Benefits Cost Control

Several steps are taken to curb excess expenditure on benefits. These include: The use of time-banks in terms of vacation. This ensures employees use only time they are entitled to use. Proper arrangement is also made by employees for their absence so that the employers do not spend extra in recruiting and even paying benefits to the temporary staff.

Insurance benefit costs can be reduced by screening out accident-prove candidates during selection, maintaining an accident-free incentives (that is keeping aside an amount as bonus for employees doing risky jobs who do not have accidents at the end of the year), complying with government standards on safety and health, and rehabilitation of injured employees. Health benefit cost can be reduced by changing the benefit plan, reducing the medical cost payments, reimbursing less than 100% health expenses incurred by employees, increasing employee deductions, pegging medical expenses the organization can pay annually, use of employee assistance programmes, direct employees attention towards health promotion and preventive health care programmes and requiring health/medical contributions from employees. Providing healthcare coverage through a local maintenance organization. Providing „fitness and wellness programmes. Pension costs can be reduced by the use of contributory funding in which both the employer and employee are expected to contribute to the fund.

Employee service benefit costs can be reduced by the use of the flexible or cafeteria plan in which the employer sets the maximum amount available for each employee and the employee chooses benefits within the amount. Some organizations increase their use of part-time employment as such employees often receive fewer benefits. Carrying out detailed analysis of each benefit expense annually to ascertain their usage.
Employee benefits represent virtually any form of compensation other than direct wages and paid for in whole or in part by the employer, even if provided by a third party (Marsh and Kleiner, 1998). Benefits vary and serve different social and economic needs. Several benefits are required by law. Some of the benefits include employer contributions to Social Security, Medicare, unemployment insurance and worker's compensation insurance (Marsh and Kleiner, 1998). Mondy and Noe (2002) agree that, 9% from the amount of the benefits are legally required by the law. Benefits that are to be given to the employees as provided for by law are for the security of the employees in their future life when they are no longer in the employment.

Jackson and Mathis (2004) mentioned that employee benefits such as health insurance, vacation pay or retirement pension are the important indirect financial rewards. The benefits given by the employer are not only a mechanism to improve the employees' performance, but it also helps to attract applicants in the recruitment process. Amah et al., (2013) mentioned in their benefit research that piece rates, commissions, tips, bonuses, stock options and others, offered by employers, including health, life and dental insurance, retirement plans, maternity leave or child care provision could give a big impact towards the performance and commitment of the employees. They also add that offering fringe benefits may promote greater work effort from the employees.

Benefits have always been seen as an employee reward and it can create a sense of ongoing employer appreciation. Benefits, however, are not just to serve the employee but also benefit the management in a long term (Amah, 2010). Few individual employers see the need to address issues related to employee benefits. Positive feelings created by good benefits may help to change workers to be more hard working. This will eventually result in low turnover, and increase the employees’ performance which translates to overall organization performance.

According to Amah et al., (2013), there are three objectives of benefit programmes. The first objective is to meet the lowest physical and psychological demands of employees so that they could fully engage themselves in work. The second objective is to compete with other corporations at an equal level. When similar employee benefits are adopted by competitors, it is necessary to offer the same level of benefit programme in order to maintain competitiveness. The third objective is to provide social and welfare services. Amah (2010) agreed that employees want to receive more than just a salary from their
job. Other than the pay received, employee expect other rewards for coming to work. The extra rewards given could motivate and encourage them to perform their best and gain their loyalty.

Everyone works with an expectation of some rewards. Employee benefits are essential for the development of corporate industrial relations. According to Amah et al., (2013), the hygiene factor (salary, working condition among others) will affect the employees' work-motivation and thus productivity and their organization performance.

2.2.4.1 Benefits and Employee Performance

The impact of benefits on employee performance depends on the existing compensation and performance management package in the organization. Employees respond to increase in pay and benefits with a positive and productive attitude. Several studies have indicated that employee benefits are related to organizational performance. SoonYew et al., (2008) findings suggested that both mandatory and fringe benefits were having significant and positive relationship with employee commitment and organizational performance.

Fringe benefits had higher relationship as compared to mandatory benefits. This finding proposed that when employees received more fringe benefits, their commitment to the organization tend to be higher.

Committed employees tend to be more productive and contribute to the organizational performance (Cascio, 2003). Benefits improve business profits, increase employee responsibility, results in equitable treatment of employees and enhance their quality of work life. Compensation and benefits have been identified as the glue that holds many employees in place in their organizations (Odunlade, 2012). Sahoo and Mishra, (2012) suggest that employee benefits can be a source of competitive advantage. Employee benefits motivate their important decision when it comes to job delivery and performance (Cascio, 2003). High employee performance followed by high monetary reward will make future high performance more likely (Odunlade, 2012).
Employee friendly benefits help employees to be committed to their organizations and also put in their best which leads to better organizational performance. In the health sector, patients are better off when attended to by satisfied and happy staffs that are happy with their jobs. Money motivates behavior when it rewards people in relation to their performance and when it is perceived to be fair, equitable and providing rewards that the employee truly value (Bernadine 2007)

2.2.4.2 Recognition and its Influence on Employee Performance

Recognition means acknowledging someone before their peers for specific accomplishments achieved, actions taken or attitudes exemplified through their behavior. Recognition and appreciation can also be combined as an approach to reward system in the form of a public statement of thanks in front of the employees, co-workers or team citing specific examples of what they’ve done that has positively impacted the organization. Jeffries, (1997) stated that organizations should retain their best employees by recognizing their contributions to the organization. She argues that recognition motivates employees as it involves the acknowledgement of the efforts, creativity and willingness of employees to put extra effort.

According to Curran (2004) acknowledging employee’s efforts more personally, more locally and more frequently through recognition can lift employee motivation and improve overall organizations morale. Private and public recognition are two of the most commonly used forms of recognition. Private recognition refers to a quiet thank you or a pat on the back while public recognition is more formal. It inspires loyalty and commitment as well as encouraging better standards of performance (Syedain, 1995). Public recognition is an important part of the reward as the performance of the individual affects more than just one employee stating publicly why the person receives recognition and how it links to the organization goals can act as a motivator to other employees (Wiscombe, 2002).

According to Jeffries (1997), organization can help benefit that result from motivated, enthusiastic work force by just recognizing the employee through a simple, genuine, spoken thank you. Romano (2003) encourages managers to use recognition as the factor that will strengthen the bond between people and the organization. Jeffries (1997) supports Nelson (1994) in affirming that recognition does not have to be expensive but
emphasizes that it must be consistent and perceived as a long-term commitment by the organization. Wiscombe (2002) recognizes that high performance organizations have always understood the importance of offering awards and incentives that recognize, validate and value outstanding work. Recognition programmes have the purpose of keeping employees motivated and productive and are seen to be effective methods of reinforcing company expectations and goals. Recognition and appreciation are integral Components of winning reward strategy. These two elements rarely receive the attention they deserve from business owners.

2.3 Learning and Development and Employee Performance

An organization is responsible for ensuring that its staff have the appropriate skills and knowledge to enable them achieve the organizations goals and objectives. It is also important that the organization ensures that skills and knowledge are maintained and always updated to cope up with the changing global trends. Employee learning and development activities are important because it shows that the organization thinks about its employees. Organizations that take seriously issues of learning and development makes their employees work hard, utilize their full skills and efforts to achieve goals and objectives of the organization.

2.3.1 Learning and Development

Systematic, planned instruction and development activities promote learning among employees. It also gives employees the impetus to upgrade their skills and progressively develop their careers (Armstrong & Brown, 2006). The availability of learning programs and opportunities coupled with fair selection greatly increases motivation among employees. This in turn increases employee performance. This research will seek to establish whether there is a direct relationship between training and development employee engagement and organization performance of the organization.

Employee development is something that most people imagine as intrusive all-day group training sessions. Unfortunately, this dreaded approach to employee development is just the opposite of how employee development should occur and feel to employees. Employee development can manifest itself in many forms of training, evaluations, educational programs, and even feedback. If executed correctly, the effects of training on
employee performance can often encourage growth within the worker and the organization itself (Arthur, et.al 2003).

One of the larger aspects of developing employee's skills and abilities is the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. The attention by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee. According to Organizational Behavior (Kreitner and Kiniki, 2008) it’s been shown that employees that receive regular, scheduled feedback, including training, along with an increase in expectations, actually have a higher level of worker output. Kreitner and Kiniki refer to this as the “Pygmalion Effect.”

Along with supporting the organization, employees might recognize that most types of employee development provide them benefits. Employee development programs that range from certifications to education reimbursement, to even basic job skills training have a certain cost to the organization that can easily be considered a benefit to the employee (Bartlett, 2001). Such awareness on the part of the employee can also lead to greater loyalty to the organization as well as enhanced job satisfaction (Paradise, 2007). Training and education that can be added to the employees resume are big-ticket items in terms of compensation plans, and should be treated as such.

Certain jobs require training and certifications in order for an employee to successfully execute the minimum job requirements related to their position. The proper documentation of employee development before or during the employee’s completion of their job can not only help follow and develop training, but also limit liability in the case of human error on the part of these employees (Satterfield & Hughes, 2007).

Beyond employee training and certification courses, evaluations and counseling sessions are another form of employee development. They provide performance feedback and allow employees to be apprised of changes to both their work goals and the overall objectives of the organization. Employees who do not receive feedback on a regular basis usually end up feeling as though they might be forgotten by their supervisor, and this pattern may even lead to feelings of dissent among the workforce (Wagner, 2000).
Galindo-Rueda (2005) notes that there is considerable interest amongst organizations as to which type of workplace characteristics are more conducive to higher levels of productivity. Investment in human capital through higher qualifications and training is considered as a key step towards achieving sustained long-term productivity. Despite the fact that these investments provide direct return to employees who benefit from them there is little direct evidence about possible wider returns. Wider returns arise when internally workers seem to gain from skill acquisition but firms also gains to an equal or greater or lesser extent. There has been a good deal of empirical research that examines the connection between productivity and human capital in the form of human skills at the national and local levels but not until recently at the micro level of the organization. In this research focus was on the influence of employee skills levels on employee performance.

2.3.2 Skills and Knowledge

Iranzo (2008) in their paper “skills dispersion and firm productivity” pointed out that the right measure of skills has remained quiet controversial. The most common proxies have been the educational attainment and experience, by themselves or as the basis for the construction of more sophisticated measures of human capital. However this are only measures of formal skills that only imperfectly reflect innate differences in ability and informal skills, such as accuracy on the job or communication ability. They further note that the productivity of each worker depends on the skills of other workers in the firm as well. Skilled employees are a strategic input for any organization. The ILO report (2008) points out that training for new skills gives opportunity for better career paths within the organization, higher income and employability. In addition it is recognized that new skills are required for organizations to remain competitive and be able to retain their workers.

Mutsotso (2010) points out that education and training increase employees’ job skills, and their perception towards efficiency and effectiveness in carrying their operations. It further causes employees to exhibit higher feelings of satisfaction, motivation and consequently increase in production. This therefore means organizations that have high capacity building are likely to experience increased performance characterized by a motivated workforce. Skills building initiatives are very important to employees.
Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees. While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work which in turn leads to increased employee performance. However this development depends on the individual employee’s willingness to develop, organizational culture, top management attitude and organizational opportunities for growth.

Empirical evidence suggests that acquisition of knowledge and skills enhances creativity. Research further shows that individuals with a learning orientation seek challenges that provide them with learning opportunities. Gong (2009) in their study note that managers play a great role in building employees creativity. They need to create conditions for the learning orientation to take hold and bring forth creativity. They are instrumental in providing an environment that stimulates and nourishes creative self-efficacy. They need to serve as creative models; they can instruct their employees on creativity-relevant skills and provide hands-on opportunity to apply these skills. Creativity is significant since it provides opportunity to learn new skills and hence improve on employee productivity.

2.3.3 Career Development

Learning and development are important activities in all organizations for sustaining organizational success and growth. Rapid changes in technology are changing customer demands and require continued retraining of experienced employees to perform new and changed jobs. To implement skills based pay, employees should improve their skills through training and development. Training is an effective aid in career management (Cherrington 1995:319).

Career development gives employees opportunities to be placed in jobs that fit their ambitions and personal talents. This leads to employee satisfaction and creativity within the organization. Productivity increases because employees are committed, trained and productive. Training and development are rewards that are aimed at improving organizational success and employee’s capabilities (Flamholz Lacey 1999).
2.4 Work Environment and Employee Performance

An attractive and supportive work environment can be expressed as an environment that is appealing and encourages employees to perform better. A conducive work environment will enable staff perform effectively, make best use of their knowledge, skills, competences and available resources so as to give quality services in the achievement of goals and objectives of the organization.

2.4.1 Conducive Work Environment

The workplace environment is the most critical factor in keeping an employee satisfied in today’s business world. Today’s workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

Happy employees are positive towards work, respond to criticism positively and are better in team work (David, 2008). This leads to improved efficiency, productivity and performance in general. People work well when they feel valued and appreciated. In a hostile work environment, employees feel insecure about their actions as a result of hostility from management or other co-workers. Such hostility may present itself in the form of harassment and/or discrimination, exploitation (feeling coerced to work more hours or do favors against one's will), blackmailing and threats. A hostile work environment can result in serious consequences for both employers and employees. Unresponsive management may face employee lawsuits, and employees found guilty of harassment will likely lose their jobs and face legal repercussions. Organizations can avoid unpleasant work experiences, legal problems and firings by securing a healthy work environment (Cho & Patten, 2007).

Organizations should assure that their employees clearly understand their roles and that, in the event of questions or concerns, they have direct communication with the appropriate supervisor. Mentoring and supporting employees encourages organization performance and increases confidence (Cormier & Magnan, 2007). Management should make clear the expectations of employees using goal-setting methods to achieve results.
together. Feedback plays an essential role in this process, and management should
determine the most appropriate way to share feedback with the team. From an employer
perspective, supporting employees’ results in greater productivity and longevity. A
worker is more likely to stay and do her job well if understands why it matters (Goll&
Rasheed, 2004).

Government techniques demonstrating admiration for every representative's unique
talents and needs expedite an abnormal amount of representative faithfulness and level
turnover. Numerous cutting edge conglomerations strive for adaptable pay and profits,
which can raise worker cause by supporting every worker's wanted level of work/life
balance (Ballmer & Gray, 2002).

Organizations are not solely responsible for the quality of the workplace environment,
and employees' behavior can greatly affect the environment in which they work.
Avoiding negative workplace situations such as talking badly about co-workers or
management may be hard to resist but really can make the difference between a toxic
workplace and a healthy one. On the other hand, communicating as openly as possible
with coworkers and management will help decrease tensions and misunderstandings.
Always attempt to communicate in private, taking advantage of email when appropriate

2.4.2 Ergonomics
The concept of workplace environment that is being provided by the employer to their
employees that could support the organization performance at work (ClementsCroome,
2006). By having a high level performance of organization, it will increase the levels of
the corporate productivity and thus will increase the company’s profit. Leaman (2011),
argues that those employees and organization who have their performance affected by the
workplace environments are those who always complaints on the discomfort and
dissatisfaction at the workplace. The research further observes that It is the quality of the
organization’s workplace environment that most impacts on the level of employee’s
motivation and subsequent organization performance. Ergonomics is concerned with
making the workplace as efficient, safe and comfortable as possible. Effective application
of ergonomics in work system design can achieve a balance between worker
characteristics and task demands.
This can enhance operator productivity, provide worker safety and physical and mental wellbeing and job satisfaction thus improved organization performance (Garbie, 2014). The environment that people are required to work in can have a significant impact on their ability to undertake the tasks that they have been asked to do. This can affect productivity and employee health and well-being. A physical work environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the work environment need to be done in order to get an ergonomic workplace for each of the employees in an organization.

According to Boles, Pelletier and Lynch (2004), when the employees’ are physically and emotionally satisfied, and have desire to work, then their performance outcomes shall be increased. Moreover, they also stated that by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees’ performance. Having a conducive work environment helps employees to concentrate on their performance. Good performance depends on how well the employees engage with the organization, especially with their immediate environment. Therefore, Chandrasekar (2011) stated that the connection or relationship between the work, workplace, tools of work had becomes the most important aspect in their work itself. The factors of workplace environment that had been determined are job aid, supervisor support or relationship, opportunity to get promoted, performance feedback, goal setting, workplace incentives, mentoring, coaching and also the physical work environment. The factors of workplace environment also give a great impact towards the changes of lifestyle, work-life balance and also the health fitness whether towards the positive or negative impact (Chandrasekar, 2011).

2.4.3 Supervisor Support

Supervisor support has been defined as the extent to which supervisors behave in a way that optimized employees’ use on the job of knowledge, skills and attitudes gained in training (Nijman et al., 2004) Tracey and Tews (2005) refers as the extent to which supervisors encourage participation in training, innovation and knowledge acquisition and provide recognition to employees involved in these activities. Bates, Holton and Seyler (1996) defined supervisor support as the extent to which supervisors reinforce and support the use of learning on the job.
According to Clarke (2001), the most consistent factor explaining the relationship between the work environment and transfer is the support trainees receive to use their new skills and knowledge. Support from supervisors has been suggested to be one of the most powerful tools of enhancing transfer of training (Baldwon and Ford, 1988; Elangovan and Karakowsky, 1999; Goldstein & Ford, 2002; Noe, 2008). Supervisor is mostly believed to affect transfer outcomes directly or indirectly by means of the trainees’ motivation to transfer or different factors in the transfer climate (Cromwell and Kolb, 2002).

A supervisor is a force behind relationship to the employees which they will need to be attached together (Mayer & Herscovitch, 2001). The purpose of having the framework is to see the commitment of the supervisor toward the employees. Mentoring needs to be done by the supervisors in order to create a mutual understanding and relationship in between the supervisor and the employees. By having this mutual understanding, it will create a mutual satisfaction between them to enhance organizational performance (Allen et al., 2000).

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Nijman, 2004). Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis.

According to Rabey (2007), she stated that a supervisor could be a trainer to the employees as the trainer will assist the employees in getting their job done by guiding the employees on the operational process especially when it comes to a new operational procedure to enhance employee performance.

2.4.4 Employee Involvement in Decision Making

Employees in successful companies are positive and motivated to add value to the company when they are allowed to participate in decision-making. Employee involvement requires a leader who inspires, empowers and shares accountability for
delivering meaningful results. Involvement creates an atmosphere of trust and commitment through use of two-way communication (Zingheim and Schustser 2000).

2.5 Chapter Summary

This chapter reviewed literature in line with the three research questions. The first part reviewed literature on benefits and employee performance, the second part focused on learning and development and employee performance and the third section focused on work environment and employee performance. Chapter three describes research methodology, chapter four will be results and findings and chapter five will be discussion, conclusion and recommendation.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes research design, the target population, sampling methods and the techniques that was used to select the sample size. It also describes how data was collected and analysed. The chapter ends with a summary methodology of this study.

3.2 Research Design

A descriptive design was adopted for this study. A descriptive design is a systematic, empirical inquiry into which researcher does not have direct control of independent variables because they inherently cannot be manipulated (Teddlie and Yu, 2007; Saunders, Lewis and Thornhill, 2009). The main idea behind using this type of research is that it better defines an opinion, attitude, or behaviour held by a group of people on a given subject. The dependent variable of the study was employee performance. The independent variables were benefits, learning and development and work environment.

3.3 Population and Sampling Design

3.3.1 Population

Target population is that population to which a researcher wants to generalize the results of a study (Mugenda and Mugenda, 2003). The target population in a research study comprised all those potential participants that could make up a study group (Kothari, 2004). A population frame is a comprehensive itemized list of all subjects, which comprise the study population, from which a sample will be taken (Lacey and Gerrish, 2006). For this study, the target population was all the 1160 staff of East African Portland Cement Company. This population comprises of senior managers, supervisory staff, unionisable staff and contract staff. Table 3.1 shows the population distribution.
Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Managers</td>
<td>160</td>
</tr>
<tr>
<td>Supervisory Staff</td>
<td>220</td>
</tr>
<tr>
<td>Unionisable staff</td>
<td>480</td>
</tr>
<tr>
<td>Contract Staff</td>
<td>300</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1160</strong></td>
</tr>
</tbody>
</table>

Source EAPCC Human Resource and Administration (2016)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Saunders, Lewis and Thornhill (2009) define sampling frame as the complete list of all cases in the population from which a probability sample will be drawn. A sampling frame is a comprehensive list of all sampling units, from which a sample can be, selected (Mugenda & Mugenda, 2009). The sampling frame for this study comprised of senior managers, supervisory, unionisable and contract staff of EAPCC. The information was obtained from the Head of Human Resource and Administration.

3.3.2.2 Sampling Technique

The study adopted probability sampling techniques. Probability sample aims to achieve representativeness, which is the degree to which the sample accurately represents the entire population (Teddlie and Yu, 2007). Stratified proportionate sampling technique was used in this study. This technique involved dividing the population relevant strata and a simple random sample was then drawn from each strata (Saunders, Lewis and Thornhill, 2003).

According to Denscombe (2003), a stratified sample was defined as one in which every member of the population was to have an equal chance of being selected in relation to their proportion within the total population. In this study, EAPCC staff was stratified according to their employment cadre namely: senior managers, supervisory, unionisable and contract staff. Within each stratum, a random sample was selected through systematic sampling techniques. According to Frankfort-Nachmias and leon Guerrero (2010),
systematic random sampling is a method of sampling in which every $K$th member in the total population is chosen for inclusion in the sample after the first member of the sample is selected at random from among the $K$ members in the population.

3.3.2.3 Sample Size
Research scholars argue that an adequate sample size must be chosen such that it is represents the entire population. However, as Denscombe (2003) asserts, the adequacy of sample size depends on a number of factors connected with the research which needs to be borne in mind and weighed upon by researcher in the process of reaching a decision about the necessary sample. Therefore, the absolute size depends on the complexity of the population and research questions being investigated. The study adopted the Slovin formula (Slovin 1960, Guilford, and Frucher, 1973) for the purpose of determining the sample size. The sample was then distributed equitably across the various population categories in the proportion which the categories are represented in the total population.

The Slovin formula is illustrated below
The sample size formula to be used is provided in Equations 1 and 2.

\[ n_o = \frac{Z^2pq}{e^2} \]

Equation 1

Where:
\( n_o \) = Non-corrected sample size.
\( Z \) = Level of confidence set at 1.96 for 95% confidence level.
\( p \) = Percentage picking a choice, expressed as decimal (0.5 used for sample needed).
\( q \) = population proportion (1-p)
\( e^2 \) = Margin error of the study set at ± 5%

Correction for finite population provides the valid sample size as in Equation 2.

\[ n = \frac{n_o}{1 + \frac{(n_o - 1)}{N}} \]

Equation 2

Where: \( N \) = Population size.
\( n \) =Sample size

With a population of 1160, substituting the values in the formula, the resulting sample size is 298 distributed across respondents’ categories as shown in Table 3.2 below.
The sample size distribution per category was calculated by taking the number of respondents in each category divided by total population and result multiplied by the overall/total sample size.

For example, sample size for Senior Managers will be: \( \frac{160 \times 298}{1160} = 41 \)

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Sample %</th>
<th>Sample N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Managers</td>
<td>160</td>
<td>25%</td>
<td>41</td>
</tr>
<tr>
<td>Supervisory Staff</td>
<td>220</td>
<td>25%</td>
<td>57</td>
</tr>
<tr>
<td>Unionisable Staff</td>
<td>480</td>
<td>25%</td>
<td>123</td>
</tr>
<tr>
<td>Contract Staff</td>
<td>300</td>
<td>25%</td>
<td>77</td>
</tr>
<tr>
<td>Total</td>
<td>1160</td>
<td>100%</td>
<td>298</td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

The main instruments that was used for data collection was questionnaire. According to Saunders, Lewis and Thornhill (2009), a questionnaire refers to the general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order. There was questionnaires for senior managers, supervisory staff, unionisable and contract staff. These contained close-ended questions based on the research questions, where the respondents were required to tick or circle the most appropriate answers.

The questionnaire was designed using measurement variables such as nominal, ordinal, interval and ration scales which, according to Kothari (2004), are most widely used classification of measurement. The questionnaire was divided into four sections namely Section A, B, C and D. Section A of the questionnaire sought for general information about the respondents, Section B sought to establish how benefits affect employee performance, Section C sought to determine how learning and development affect employee performance and Section D sought to know how work environment affect employee performance. Each section of the questionnaire was made up of a list of statements to which respondents were expected to answer in a Likert scale of 1-5 where 5 denotes strongly agree and 1 strongly disagree. There were also open ended questions for qualitative data where the respondents were able to give their opinion.
3.5 Research Procedure

This research was subjected to a series of procedures which were followed to secure success in collection of data for the research process. Buchanan and Bryman (2007) observe that organizational researchers can rarely approach respondents directly with requests to participate in their studies. Permission typically has to be obtained first from a senior management gatekeeper. Buchanan and Bryman (2007) further argue that individual respondents can still refuse to collaborate despite management concessions.

The researcher first sought necessary authorization to conduct the study from EAPCC. A cover letter introducing the researcher was used to facilitate the process. The questionnaire was pilot tested to ascertain the suitability of the tool. The purpose of pre-testing the instrument is to ensure that items in the instruments are stated clearly and have the same meaning to all respondents (Mugenda and Mugenda, 2002) (Mugenda and Mugenda, 2003). This enabled the researcher fine tune the questionnaire for objectivity and efficiency of the process.

The researcher administered the questionnaire individually to all respondents of the study. The researcher exercised care and control to ensure all questionnaires issued to the respondents are received by maintaining a register of questionnaires (those sent, and received). This study collected primary data. Primary data was gathered and generated for the project directly from respondents mainly using questionnaires.

3.6 Data Analysis Methods

Before processing the responses, the completed questionnaires was edited for completeness and consistency. The data collected was analysed using both qualitative and quantitative analysis techniques. Quantitative data was analysed using descriptive statistical tools and presented through frequency percentages, means, standard deviations and correlations while qualitative data was analysed manually using comparative analysis technique.

The information was displayed in bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response
as well as describing and interpreting the data in line with the study objectives and assumptions.

3.7 Ethical Issues
The principle of voluntary participation was applied in this study. The research respondents were fully informed about the procedures involved in the research and they were required to give their consent to participate. The researcher treated the respondents with respect and courtesy. The research procedures was reasonable, non-exploitative, carefully considered and fairly administered. Confidentiality of the responses was maintained and all information was used for the purpose of this study only.

3.8 Chapter Summary
This chapter has described the research methodology used in this study. The research design was presented, the population, sampling design and size, data collection and analysis methods. The next chapter will present the findings of the study and chapter five will be the discussion, conclusion and recommendation.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter covers data presentation, analysis and interpretation of the data collected from the EAPCC staff on the influence of benefits, learning and development and working environment on employee performance. The interpretation of the data is according to the research questions and data collected. Data was collected from all sampled staff by use of questionnaires. The analysis was done through descriptive statistics. The responses have been summarized and presented in form of percentages and presented in pie charts and tables. The results were used to make judgment regarding the objectives of the study. Discussion of the outcome was based on the output from the statistical package for social sciences (SPSS) version 22.

4.2 Response rate and General Information

This section presents information on the response rates of the respondents. The response rate was 100% for all staff categories. This is shown in the Table 4.1 below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Achieved</th>
<th>Response rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Managers</td>
<td>41</td>
<td>41</td>
<td>100</td>
</tr>
<tr>
<td>Supervisory Staff</td>
<td>57</td>
<td>57</td>
<td>100</td>
</tr>
<tr>
<td>Unionisable staff</td>
<td>123</td>
<td>123</td>
<td>100</td>
</tr>
<tr>
<td>Contract Staff</td>
<td>77</td>
<td>77</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>298</td>
<td>298</td>
<td>100</td>
</tr>
</tbody>
</table>

The expected number of the respondents was 298 distributed across all staff categories and all the questionnaires were returned since the researcher administered the personally and gave the respondents humble time to fill in the questionnaires.
4.2.2 Demographic Distribution

This section presents information on demographic or personal details of the respondents. It shows their gender, age, department, marital status, education level and period they have been engaged at EAPCC. The gender information of the respondents is shown in Figure 4.1.

![Figure 4.1: Gender of Respondents](image)

4.2.3 Age of the Respondents

From the study, 74% of the respondents were male while 26% were female. This indicates that EAPCC is yet to achieve the Kenyan constitutional threshold on gender parity where no public organization should have more than two-third dominance by one gender. Respondents’ age data is captured in Figure 4.2 below.

![Figure 4.2: Age of Respondents](image)

Of the respondents interviewed, 6% were aged between 18-24 years, 40% were between 25-34 years, 29% were aged between 35-44 years, and 19% were aged between 45-54...
years while another 6% were either or above 55 years. This implies a stable work force
since only a small proportion (6%) is likely to retire in the next five years.

4.2.4 Departments of Respondents

Respondents’ departmental information is captured in Figure 4.3 below

![Pie chart showing departmental distribution of respondents](image)

**Figure 4.3: Respondents’ Department**

Most respondents (38%) were drawn from production followed by HR and Admin which
had 22%. Research and Development had 11% each while ICT and Internal Audit had 2%
each. Sales and Marketing and Strategy and Support Services had 7% and 4%
respectively.

This indicates equitable distribution of the respondents across all EAPCC departments
based on the population per department.

4.2.5 Marital Status

Respondents’ marital status is captured in Figure 4.4 below

![Bar chart showing marital status distribution](image)
Most of the respondents (79%) were married, 18% were single while 3% were separated, divorced or widowed. This presents EAPCC with a stable workforce since employees with family are more settled in one company as compared to single employees. This data also presents to management vital information when striking a work-life balance in assigning responsibilities to staff.

4.2.6 Level of Education

Information on respondents’ education level is captured in Figure 4.5 below.
All the respondents had post primary education with majority (68%) having at least a diploma in a particular trade. This indicates qualified personnel which ensure quality end products.

4.2.7 Period of Engagement

Information on respondents’ period of working at EAPCC is captured in Figure 4.6 below.

![Figure 4.6: Period of engagement at EAPCC](image)

From the findings of the study, majority of respondents 57% had worked for EAPCC for less 5 years, 19% had worked for 6-10 years, 14%) had worked for 11-20 years and 10% had worked for over 20 years. This implies new arrival that come with new skills acquired elsewhere to blend with the experienced workforce for synergic benefits.

4.3 Employee Benefits and Performance

Majority of the respondents 77.5% felt that EAPCC offered benefits to its staff. The benefits cited included medical services, payment of overtime worked and paid annual and maternity leaves. Other social rewards included tea, lunches and parties held to cerebrate achievement.
4.3.1 Performance Recognition

Table 4.2: Performance recognition

<table>
<thead>
<tr>
<th>PARAMETERS</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>EAPCC gives enough recognition for work that is well done</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
<td>34%</td>
<td>61%</td>
<td>100%</td>
</tr>
<tr>
<td>Employee suggestions and opinions are considered.</td>
<td>11%</td>
<td>7%</td>
<td>2%</td>
<td>71%</td>
<td>9%</td>
<td>100%</td>
</tr>
<tr>
<td>Individual initiative is encouraged in EAPCC</td>
<td>9%</td>
<td>4%</td>
<td>2%</td>
<td>38%</td>
<td>47%</td>
<td>100%</td>
</tr>
<tr>
<td>Performance appraisals are regular and focused on personal development</td>
<td>6%</td>
<td>7%</td>
<td>3%</td>
<td>51%</td>
<td>33%</td>
<td>100%</td>
</tr>
</tbody>
</table>

When the respondents were asked whether EAPCC gives enough recognition for work that is well done, 61% strongly agreed, 34% agreed, 2% were neutral, another 2% disagreed and only 1% strongly disagreed. The respondents were also asked if employee suggestions and opinions are considered 71% agreed, 11% strongly disagreed, 9% strongly agreed, another 7% disagreed and only 2% were neutral. The respondents opinion on whether individual initiative is encouraged in EAPCC was 47% strongly agreed, 38% agreed, 9% strongly disagreed, 4% disagreed and only 2% were neutral. When respondents were asked whether performance appraisal are regular and focused on personal development, 51% agreed, 33% strongly agreed, 7% disagreed, 6% strongly disagreed and only 2% were neutral. All these results are shown in Table 4.2.

4.3.2 Health Protection Benefits

Table 4.3 Health protection benefit

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>All EAPCC staff have access to good medical care</td>
<td>2%</td>
<td>7%</td>
<td>7%</td>
<td>41%</td>
<td>43%</td>
<td>100%</td>
</tr>
<tr>
<td>I am satisfied with the medical scheme</td>
<td>1%</td>
<td>4%</td>
<td>11%</td>
<td>5%</td>
<td>79%</td>
<td>100%</td>
</tr>
<tr>
<td>Work-related accidents and injuries have been kept to a minimum.</td>
<td>15%</td>
<td>10%</td>
<td>0%</td>
<td>31%</td>
<td>44%</td>
<td>100%</td>
</tr>
</tbody>
</table>
When respondents were asked whether all EAPCC staff have access to good medical care, 43% strongly agreed, 41% agreed, 7% disagreed, 7% were neutral and only 2% strongly disagreed. When respondents were asked whether they were satisfied with the medical scheme, 79% strongly agreed, 11% were neutral, 5% agreed, 4% disagreed and only 1% strongly disagreed. When respondents were asked whether work-related accidents and injuries have been kept to a minimum, 44% strongly agreed, 31% agreed, 15% strongly disagreed and only 10% disagreed. All these results are shown in Table 4.3.

4.3.3 Employee Security Benefits

Table 4.4: Security benefits

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is good overtime allowance for services rendered outside normal</td>
<td>15%</td>
<td>10%</td>
<td>0%</td>
<td>31%</td>
<td>44%</td>
<td>100%</td>
</tr>
<tr>
<td>working hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EAPCC employees get all their leave entitlements</td>
<td>11%</td>
<td>7%</td>
<td>4%</td>
<td>71%</td>
<td>7%</td>
<td>100%</td>
</tr>
</tbody>
</table>

When respondents were asked whether there is good overtime allowance for services rendered outside normal working hours, 44% strongly agreed, 31% agreed, 15% strongly agreed and only 10% disagreed. When respondents were asked whether EAPCC employees get all their leave entitlements, 71% agreed, 11% strongly disagreed, 7% strongly agreed, another 7% disagreed and only 4% were neutral. All these results are shown in Table 4.4.
4.3.4 Retirement Benefits

Table 4.5: Retirement Benefits

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pensions strongly influence workers behaviour, giving younger workers a compelling reason to continue working for EAPCC and encouraging older workers to retire on a timely basis</td>
<td>2%</td>
<td>9%</td>
<td>12%</td>
<td>34%</td>
<td>43%</td>
<td>100%</td>
</tr>
<tr>
<td>Pensions influence the type of worker a firm attracts and can help an EAPCC attract workers who exhibit desirable behaviour patterns.</td>
<td>5%</td>
<td>5%</td>
<td>7%</td>
<td>79%</td>
<td>4%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC offers the right package of rewards to attract, retain and engage the people it needs</td>
<td>39%</td>
<td>47%</td>
<td>4%</td>
<td>6%</td>
<td>4%</td>
<td>100%</td>
</tr>
</tbody>
</table>

When the respondents were asked whether pension strongly influence workers behaviour, giving younger workers a compelling reason to continue working for EAPCC and encouraging older workers to retire on a timely basis, 43% strongly agreed, 34% agreed, 12% were neutral, 9% disagreed and only 2% strongly disagreed. When respondents were asked whether Pensions influence the type of worker a firm attracts and can help an EAPCC attract workers who exhibit desirable behaviour patterns, 79% agreed, 7% were neutral, 5% strongly disagreed, another 5% disagreed and 4% agreed. When respondents were asked whether EAPCC offers the right package of rewards to attract, retain and engage the people it needs, 47% disagreed, 39% strongly disagreed, 6% agreed, 4% strongly agreed and only 4% were neutral. All these results are shown in Table 4.5.

4.3.5 Effects of Benefits on Productivity

Table 4.6: Benefits and Productivity

<table>
<thead>
<tr>
<th>No.</th>
<th>BENEFIT</th>
<th>Effect on productivity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Very low</td>
<td>Low</td>
</tr>
<tr>
<td>a.</td>
<td>Performance recognition</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>b.</td>
<td>Health protection</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>c.</td>
<td>Employee security</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>d.</td>
<td>Retirement benefits</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
When respondents were asked whether employee performance recognition has influence on employee productivity, 43% said it affects productivity very large, another 43% said it affects large, 12% said moderate, 1% said low and another 1% said very low. On effect of health protection on productivity, 79% said it affects productivity large, 11% affects very large, 7% said moderate and only 1% said low. On employee security 49% said that affects productivity to a large extent, 47% affects productivity very large and 4% moderately. Respondents on retirement benefits 51% affects productivity very large and 49% affects productivity to large extent. All these results are shown in Table 4.6.

4.4 Learning and Development and Employee Performance

4.4.1 Learning and Development

Table 4.7: Learning and Development

<table>
<thead>
<tr>
<th>PARAMETERS</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are opportunities for skill development at EAPCC</td>
<td>2%</td>
<td>4%</td>
<td>13%</td>
<td>41%</td>
<td>40%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC involves employees in departmental training programmes</td>
<td>4%</td>
<td>6%</td>
<td>12%</td>
<td>38%</td>
<td>40%</td>
<td>100%</td>
</tr>
<tr>
<td>Seminars and workshops are held frequently</td>
<td>19%</td>
<td>22%</td>
<td>1%</td>
<td>20%</td>
<td>38%</td>
<td>100%</td>
</tr>
<tr>
<td>Training programmes are organized in reference to the relevant needs of the organization and to the relevant people</td>
<td>8%</td>
<td>2%</td>
<td>0%</td>
<td>42%</td>
<td>48%</td>
<td>100%</td>
</tr>
<tr>
<td>Job advancement and training is clearly defined at EAPCC</td>
<td>43%</td>
<td>41%</td>
<td>2%</td>
<td>14%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Training I have received enables me to perform my job better</td>
<td>2%</td>
<td>1%</td>
<td>4%</td>
<td>12%</td>
<td>81%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC is good at identifying individual training needs</td>
<td>68%</td>
<td>12%</td>
<td>3%</td>
<td>7%</td>
<td>10%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC management recognizes and makes use of its employees abilities and skills</td>
<td>38%</td>
<td>34%</td>
<td>14%</td>
<td>10%</td>
<td>4%</td>
<td>100%</td>
</tr>
</tbody>
</table>

When respondents were asked whether there are opportunities for skill development at EAPCC, 41% agreed, 40% strongly agreed, 13% were neutral, 4% disagreed and only 2% strongly disagreed. When respondents were asked whether EAPCC involves employees
in departmental training programmes, 40% strongly agreed, 38% agreed, 12% were neutral, 6% disagreed and only 4% strongly disagreed. When respondents were asked whether seminars and workshops are held frequently, 38% strongly agreed, 22% disagreed, 20% agreed, 19% strongly disagreed and only 1% neutral. When respondents were asked whether training programmes are organized in reference to the relevant needs of the organization and to the relevant people, 48% strongly agreed, 42% agreed, 8% strongly disagreed and 2% disagreed.

When respondents were asked whether job advancement and training is clearly defined at EAPCC, 43% strongly disagreed, 41% disagreed, 14% agreed and only 2% were neutral. When respondents were asked whether training received enables employees to perform their job better, 81% strongly agreed, 12% agreed, 4% were neutral, 2% strongly disagreed and only 1% disagreed. When respondents were asked whether EAPCC is good at identifying individual training needs, 68% strongly disagreed, 12% disagreed, 10% strongly agreed, 7% agreed and 3% neutral. When respondents were asked whether EAPCC management recognizes and makes use of its employees abilities and skills, 38% strongly agreed, 34% disagreed, 14% were neutral, 10% agreed and 4% strongly agreed. All these results are shown in table 4.7.
4.5 Work Environment and Employee Performance

4.5.1 Work Environment

Table 4.8: Work Environment

<table>
<thead>
<tr>
<th>PARAMETERS</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work station is comfortable</td>
<td>33%</td>
<td>16%</td>
<td>11%</td>
<td>17%</td>
<td>23%</td>
<td>100%</td>
</tr>
<tr>
<td>I have not experienced any work related illnesses during my work at EAPCC</td>
<td>33%</td>
<td>38%</td>
<td>15%</td>
<td>12%</td>
<td>2%</td>
<td>100%</td>
</tr>
<tr>
<td>Emergency exits are well marked</td>
<td>2%</td>
<td>1%</td>
<td>12%</td>
<td>71%</td>
<td>14%</td>
<td>100%</td>
</tr>
<tr>
<td>There are adequate facilities for both males and females at EAPCC</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
<td>77%</td>
<td>18%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC has created an open work environment for its employees</td>
<td>31%</td>
<td>33%</td>
<td>18%</td>
<td>14%</td>
<td>4%</td>
<td>100%</td>
</tr>
<tr>
<td>My workload is reasonable</td>
<td>46%</td>
<td>21%</td>
<td>22%</td>
<td>9%</td>
<td>2%</td>
<td>100%</td>
</tr>
<tr>
<td>It is easy for people with disabilities to access points of service at EAPCC</td>
<td>12%</td>
<td>23%</td>
<td>1%</td>
<td>44%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>Waste disposal at EAPCC is good</td>
<td>12%</td>
<td>22%</td>
<td>21%</td>
<td>39%</td>
<td>6%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC has consideration for latest technology to improve internal operating efficiency</td>
<td>11%</td>
<td>14%</td>
<td>28%</td>
<td>32%</td>
<td>15%</td>
<td>100%</td>
</tr>
<tr>
<td>A protective gear is available when I need it</td>
<td>1%</td>
<td>2%</td>
<td>17%</td>
<td>44%</td>
<td>36%</td>
<td>100%</td>
</tr>
<tr>
<td>There is good team spirit at EAPCC</td>
<td>34%</td>
<td>11%</td>
<td>18%</td>
<td>29%</td>
<td>8%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC management is flexible and open to change</td>
<td>12%</td>
<td>23%</td>
<td>1%</td>
<td>44%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>EAPCC understands the importance of balancing work and personal life of its employees</td>
<td>31%</td>
<td>33%</td>
<td>18%</td>
<td>14%</td>
<td>4%</td>
<td>100%</td>
</tr>
<tr>
<td>We have two way communication in my department</td>
<td>12%</td>
<td>23%</td>
<td>1%</td>
<td>44%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>My supervisor leads by example and supports me learn on the job</td>
<td>2%</td>
<td>1%</td>
<td>12%</td>
<td>71%</td>
<td>14%</td>
<td>100%</td>
</tr>
</tbody>
</table>

When respondents were asked whether their work station is comfortable, 33% strongly disagreed, 23% strongly agreed, 17% agreed, 16% disagreed and 11% were neutral. When respondents were asked whether they have experiences any work related illnesses
during their work at EAPCC, 38% disagreed, 33% strongly disagreed, 15% neutral, 12% agreed and only 2% strongly agreed. When respondents were asked whether emergency exits are well marked, 71% agreed, 14% strongly agreed, 12% were neutral, 2% strongly disagreed and only 1% disagreed. When respondents were asked whether there are adequate facilities for both males and females at EAPCC, 77% agreed, 18% strongly disagreed, 2% were neutral, 2% disagreed and only 1% strongly disagreed. When respondents were asked whether EAPCC has created an open work environment for its employees, 33% disagreed, 31% strongly disagreed, 18% were neutral, 14% agreed and 4% strongly agreed. When respondents were asked whether workload is reasonable, 46% strongly disagreed, 22% were neutral, 21% disagreed, 9% agreed and only 2% strongly agreed. When respondents were asked whether it is easy for people with disabilities to access points of service at EAPCC, 44% agreed, 23% disagreed, 20% strongly agreed, 12% strongly disagreed and only 1% were neutral. When respondents were asked whether waste disposal at EAPCC is good, 39% agreed, 22% disagreed, 21% were neutral, 12% strongly disagreed and only 6% strongly agreed. When respondents were asked whether EAPCC has consideration for latest technology to improve internal operating efficiency, 32% agreed, 28% were neutral, 15% strongly agreed, 14% disagreed and 11% strongly disagreed. When respondents were asked whether protective gear is available when needed, 44% agreed, 36% strongly agreed, 17% were neutral, 2% disagreed and only 1% strongly disagreed. When respondents were asked whether there is good team spirit at EAPCC, 34% strongly disagreed, 29% agreed, 18% were neutral, 11% disagreed and 8% strongly agreed.

When respondents were asked whether EAPCC management is flexible and open to change, 44% agreed, 23% disagreed, 20% strongly agreed, 12% strongly disagreed and only 1% neutral. When the respondents were asked whether there was a balance between work and personal life of employees in their organization, 33% disagreed, 31% strongly agreed, 18% were neutral, 14% agreed and 4% strongly agreed. When respondents were asked whether there is two communication in departments, 44% agreed, 23% disagreed, 20% strongly agreed, 12% strongly disagreed and only 1% were neutral. When respondents were asked whether supervisor leads by example and supports learning on the job, 71% agreed, 14% strongly agreed, 12% were neutral, 2% strongly disagreed and only 1% disagreed. All these results are shown in Table 4.8.
4.6 Relationships between Benefits, Learning and Development, Work Environment and Employee Performance

Table 4.9: Correlations between the Variables

<table>
<thead>
<tr>
<th></th>
<th>Employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee benefits</strong></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.609**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>292</td>
</tr>
<tr>
<td><strong>Learning and development</strong></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.496**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>292</td>
</tr>
<tr>
<td><strong>Work environment</strong></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.620**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>292</td>
</tr>
</tbody>
</table>

*** Correlation is significant at the 0.001 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Pearson correlations was computed between the independent and dependent variables. The results showed that, there were strong positive significant relationships between benefits, learning and development,) and the dependent variable (employee performance). The strongest relationship was between work environment and employee performance, r=.620, p<0.001. The correlation between employee benefits and employee performance was also strong, r=.609, p<0.001. Learning and development and employee performance were also correlated, r=.496, p<0.001.

4.7 Chapter Summary

This chapter presented the findings of the study according to the three research questions. First the results on the general information is presented. The findings between benefits and employee performance are presented next is the findings between learning and development and employee performance, followed by work environment and employee performance. Finally findings of the correlation between the independent and the dependent variables are presented.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study. It also gives the conclusion from the findings, recommendations and suggestions for further research.

5.2 Summary of Findings

The purpose of this study was to examine the factors which influence employee performance in the manufacturing industry a case of East African Portland Cement Company in Kenya. The study was guided by three research questions as follows: To what extent do benefits influence employee performance at EAPCC? To what extent does learning and development influence employee performance at EAPCC? To extent does work environment influence employee performance at EAPCC?

The study adopted a descriptive survey research design. The target population comprised of 1160 employees of EAPCC. Stratified random sampling was adopted to select 297 respondents. Data was collected using a structured questionnaire. The data analysis tool was the Stratified Package for Social Sciences (SPSS). The data was analysed using descriptive statistics like frequencies and percentages. The results were presented using figures and tables.

With regard to benefits, the study revealed many respondents agreed that they were given recognition for performance. Majority of the respondents also agreed that they had access to good medical protection, that they got good security and retirement benefits. All the same, the respondents disagreed that the package for attracting, retaining and engaging employees was right. The study findings indicated that all the benefits had a large effect on employee productivity.

On learning and development, majority of the respondents agreed that they were provided with opportunities for skill development and that the training programs were focused on organization’s needs. However, the respondents disagreed that the training need focused on the individual needs. They also disagreed that career advancement was clearly defined.
The study found that there were many negative responses on whether the organization made use of its employees’ abilities and skills.

Regarding work environment, majority of the respondents agreed that proper working technologies and safety gear were provided. They were also of the opinion that the supervisors led by example and were supportive. The study found that many respondents gave negative responses as to whether they had experienced work related illnesses. Many also disagreed that their work environment was comfortable. They also disagreed that their workload was reasonable.

5.3 Discussion

5.3.1 Benefits and Employee Performance

The study found out that the employees were compensated for work they did outside normal working hours however EAPCC did not offer very adequate benefits that commensurate to responsibility. As such employees might not feel well induced. This is in agreement with earlier findings where (Lawler 1990) noted that compensation is the primary inducement offered to employees in exchange for their contributions of labour services in the employment contract. Employees were recognized for work well done, their views and opinions were considered during decision making and performance appraisals were regular and focused on personal development.

The study observed that performance recognition as a form of reward was being practised at EAPCC and was focused on employee motivation towards higher productivity. This finding is in agreement with earlier findings where Wiscombe (2002) recognizes that high performance organizations have understood the importance of offering awards and incentives that recognize, validate and value outstanding work. Recognition programmes keep employees motivated and productive thus are seen to be effective methods of reinforcing company expectations and goals.

It was also noted that EAPCC staff had access to good medical care and this helps the organization to maintain a healthy and product work force. EAPCC employees had access to good medical care which was evidenced by availability of established health facility
(named the EAPCC Clinic) and a standby ambulance in case a referral may be necessary. The unit has adequate and qualified personnel. The staff have also been provided with medical insurance scheme to enable them access off site medical attention in the best medical facilities country wide. This finding is in agreement with earlier finding where Baase (2009) recognizes the health of the workforce is linked to the productivity of the workforce and health of the nation’s economy. Many employers now recognize that medical care is important and are interested in improving employees’ health by expanding health protection and health promotion benefit programs.

Since prevention is better than cure, EAPCC have strived to keep work related accidents at a minimum. All staff have been provided with safety kits (helmet, reflector jacket and boots) which must be at all time while within EAPCC gate. All employees have undergone workplace safety training and the company has instituted a health and safety office headed by Safety, Health and Environment (SHE) manager. The office also complements the First Aid section.

It was also noted that EAPCC does not offer the right pension package for employee attraction, retention and engagement. With current shift in labour market where best human resources are seeking to join companies that offer best retirement package (Retirement Benefits Authority, 2016), EAPCC has joined this band to attract, retain and engage the best brains in the market by offering handsome pension scheme. It is important to note that pension strongly influence workers behaviour, it will make an employee to continue working for an employer till they reach their retirement age. This is in agreement with earlier finding where Scarth (2002) asserts that an aging workforce could lead to productivity growth by motivating “increased” investment in human capital as labour becomes a relatively scarce production factor. By having good pension package it means that the organization will be able to maintain and retain the best employees that they have and will not be worried about current global competition.

To keep employees motivated and complete their assignments of the day, EAPCC has implemented a policy of paying staff overtime for the work done outside normal working hours. The staff are also entitled to annual, paternity and maternity leaves, where applicable, in line with the law (Labour and Employment Act 2007).
There was strong positive correlation between Benefits (employee security, health protection, performance recognition, retirement benefits) and Employee productivity.

5.3.4 Learning and Development and Employee Performance

The study found out that for staff training opportunities were provided for skill development because they help broaden the employees’ skills to take multiple roles in the organization. This is in agreement with earlier findings where (Zingheim and Schuster, 2004) noted that workers who are given opportunity to learn grow their career and are appreciated hence are more willing to make long term commitments towards the organization. They noted that rapid changes in technology are changing customer demands and require continued retraining of experienced employees to perform new and changed jobs thus sustain organizational success and growth.

It was also noted that training programmes are organized in reference to the relevant needs of the organization and to the relevant people at EAPCC which helps in increasing quality services provided by employees and the achievement of the organizational goal. This is in agreement with earlier findings where Khan and Khan (2011) noted that training is beneficial to both the employee and the employer. Several authors have talked about the meaning of having total staff development. Both formal and informal training opportunities are avenues of providing opportunity for talent development. When talent is fostered and nurtured, competitive advantages in performance are untainted (Becker & Gerhard, 1996; Bowling, 2007; Davenport, 2006; Peters & Waterman, 1982).

EAPCC involved its staff in when developing training programmes. This ensured training needs assessment were carried out and skills gaps identified were filled by equipping the employees with the training needed for particular function. The common goals that employers choose and wish for is to empower their employees and build their organization by building a learning organizations. EAPCC has ensured that its employees are aware of what is expected of them and offer support in learning and reading as a part of every employee’s regular day-to-day job duties. EAPCC utilizes training resources for its staff and gives the best than they can for the training needs raised by its employees. Training needs of staff are adhered to and discussed.
EAPCC performance is crucially dependent on its empowered and trained employees. The organization uses training as the best way of keeping top performers by enabling them become more talented and supporters of the organization growth. EAPCC key element is to give its employees opportunity to grow, develop their job and career by enhancing skills. Organizations who continue to grow and develop through training continues to motivate its staff. Training opportunities also express the opportunity to create loyal, committed employees who will be of benefit to both business and themselves.

There were concerns that job advancement and training were not clearly defined at EAPCC. It is imperative that EAPCC communicates its career progression policy to all staff and ensure they understand it and remove any impediments to job advancement for those who deserve and accord them promotion when the opportunity arises. EAPCC is commended for the type of training it offers to the staff since it helped them improve job performance. However the company was reported not to fully use the abilities and skills of the employees. If executed correctly, the effects of training on employee performance can often encourage growth within the worker and the organization itself (Arthur, et.al 2003). This calls for the placement office to carry out skills audit to find out and assign responsibilities where employees can optimize their skills. A skilled workforce is a necessity not a luxury anymore. As organizations experience markets shift, competition and organizations become more global, productivity and efficiency are becoming more important in everything that we do. Customers have also become more particular on what they are looking for and how they want to satisfy their needs. It is important for employees to learn how to respond to these changes.

**5.3.5 Work Environment and Employee Performance**

The study found out that the overall working environment was conducive except for work station and employee workload which needed to be improved. There is a two way communication on aspects of work. This is in agreement in earlier findings where (Graham and Bennett, 1998) viewed positive work life as any programme intended to improve the quality of working life of employees. The elements of a quality working life scheme includes the flow of communication within the organization, involving employees in goal setting and job design. Communication forms an important part of organization
success. EAPCC has embraced two way communication where contributes and receives feedback on their performance. In two way communication employees are able to share their opinions, suggestions, complaints and grievances with their supervisors. This enables Management to make better decisions after considering what employees think. This increases job satisfaction of employees and it makes them consider themselves as important.

On job learning is being practised where supervisors take the lead in coaching and mentoring the employees. Supervisors have taken the front lead to show EAPCC staff what is expected of them in terms of working tools and conducive work environment. The supervisors are coaching and mentoring so as to achieve organizational goals and objectives. Support from supervisors has been suggested to be one of the most powerful tools of enhancing transfer of training (Baldwon and Ford, 1988; Elangovan and Karakowsky, 1999; Goldstein & Ford, 2002; Noe, 2008).

The study found that EAPCC in provided adequate sanitary facilities for both male and female, marking the emergency exit and providing assembly point during emergency. This is important because it makes the employees comfortable at the workplace. The facilities are available for all employees and are good. When it comes to issues of emergencies the emergencies exit have been marked clearly making it easier for employees to use during emergencies. The assembly points have also been marked and staff are aware of where they are supposed to assemble in case of anything. Protective gear was also made available to all staff within EAPCC gates. No staff is allowed to enter the gate without protective gear. If a staff has no protective gear then they are no allowed in the company premises. This is in line with the observations of Cho and Patten (2007) who claim that organizations can avoid unpleasant work experiences, legal problems and firings by securing a healthy work environment.

EAPCC was also friendly to persons with disability as they could easily access points of service delivery. Most of the EAPCC entrances are accessible to persons on wheel chairs. The ramps were wide enough to allow persons using wheelchairs access them. EAPCC also has parking space designated for people with disabilities. It also washroom set aside for persons with disability.
There were concerns raised on waste management at EAPCC with considerable proportion believing that waste disposal was not up to standard. EAPCC may outsource waste disposal services especially dangerous wastes if it does not have the capacity to handle it or come up with waste management program which they needs to be handled and implemented so as to bring the organization’s waste disposal up to standard. EAPCC should come up with procedures on how they want to dispose their waste and who should handle it.

5.4 Conclusions

5.4.1 Benefits and Employee Performance

Benefits forms an important aspect in manufacturing organizations as it influences employee performance. EAPCC recognizes excellent performers however it did not carry out promotions frequently for high achievers. The employees do not have very attractive benefit package although they are offered good allowances for overtime worked. These other packages that are not attractive and do not match job responsibilities may be a demotivator to the hard working employees. There was also strong positive correlation between Benefits (employee security, health protection, performance recognition, retirement benefits) and Employee productivity.

5.4.2 Learning and Development and Employee Performance

On the skill development the study concludes that the employees have opportunities for skill development however seminars and workshops for the departments are not held frequently. This may be the case with many organizations since the workshops and trainings are held on a need basis. This can be verified when the respondents said that the trainings they have received enabled them perform their jobs better. EAPCC to consider skills audit and assign employees responsibility based on their skills and ability.

5.4.3 Work Environment and Employee Performance

The overall working environment was conducive safe for workers and their work stations apart from employee workload which needs to be improved. The study found out that comfort at the work station needs to also be improved.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Benefits and Employee Performance

The top management in organizations should design a benefits system which would drive, reinforce and sometimes alter the culture in a way that the organization’s goals are supported and have different types of benefit systems which relate to performance. The organization management should design recognition programmes that have a purpose of keeping employees motivated and productive. The top management in the organization should align reward practices to attain food organizational performance. They should re-orient the employees to align their values with those of the organization through training, team building and harmonization of the organizational policies. This would make employees feel proud about them and the organization as well boost their morale and productivity.

5.5.1.2 Learning and Development and Employee Performance

The organization management should ensure that individual training need are identified and are adhered to. This would enable staff to improve their skills and knowledge which would be a plus to the organization since they would have a skilled workforce. The management should recognize skill of its employee and utilize it. It is important to identify employees’ talents and making use of them. This would increase efficiency and productivity. Carry out continuous training needs assessment to determine the skills gap and inform on the types of trainings needed. This will help the organization keep abreast with the current and highly dynamic business and technological trends.

5.5.1.3 Work Environment and Employee Performance

The organization management should ensure that the workload for staff is reasonable for them to be able to concentrate and achieve the desired objectives. EAPCC to carry out job evaluation to determine the workload of each employees and review if necessary. This would increase staff morale and productivity since the staff will feel like that they are part of the organization and they are not being overworked. The organization management
should ensure that the comfort of staff at their work stations is improved. EAPCC should ensure that their staff have good office ergonomics and working tools to enable employees to work without experiencing office related illnesses. This would go a long way in motivating the staff as well as increase efficiency in the work place since staff will be comfortable.

5.5.2 Recommendations for Further Research

Based on the findings of this study there is need to carry out a study to establish the benefits preferred most by benefits in organizations. Such a study would help organizations to design strategic benefit packages which are likely to improve employee performance.
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APPENDICES

APPENDIX: I INTRODUCTION LETTER

DORCAS WASULWA
P.O. BOX 43934 – 00100
NAIROBI

TO
THE HR PLANNING AND DEVELOPMENT MANAGER
EAST AFRICAN PORTLAND CEMENT CO. LTD
P.O. BOX 40101 – 00100
NAIROBI

Dear Sir/Madam,

RE: INTRODUCTION LETTER

I am a graduate student United States International University – Africa, studying Masters
of Business administration, ID. NO: 632859. I intend to carry out research on the factors
affecting employee performance in manufacturing industry in Kenya. As a key
stakeholder and player in the industry, East African Portland Cement Company Limited
has been identified in this study, to offer the information needed in order to improve the
performance of manufacturing industry in Kenya.

The purpose of writing is to request you to allow me undertake the study in your
institution. I will do a sample of employees who will fill in the provided questionnaires.
All information collected will be treated in confidence and will solely be used for the
purpose of this study.

Thank you

Yours Faithfully,

DORCAS WASULWA
APPENDIX II: QUESTIONNAIRE

Introduction:

This study intends to collect information on factors which affect employee performance. The information will only be used for academic purpose and the results are expected to improve employee performance. Please answer by filling or ticking (✓) against the most applicable response of the questionnaire items. To express opinion, use the provided space. Kindly answer the questions as honestly as possible and your responses will be kept confidential. Please do not write your name anywhere in the questionnaire.

SECTION A: PERSONAL DETAILS

Please indicate the correct option by ticking (✓) or give information in the spaces provided.

1. What is your gender?  
   a) Female [ ]  
   b) Male [ ]

2. What is your age group?  
   a) 18 -24 years [ ]  
   b) 25 -34 years [ ]  
   c) 35 -44 years [ ]  
   d) 45 -54 years [ ]  
   e) 55 years & over [ ]

3. Which is your Department ________________________________

4. Marital Status  
   a) Single [ ]  
   b) Married [ ]  
   c) Other [ ] Specify______________________________
5. Education Level – (Please indicate the highest level of education you have attained.)
   a. Primary [ ]
   b. Secondary Education [ ]
   c. Diploma [ ]
   d. Higher Diploma [ ]
   e. Bachelor Degree [ ]
   f. Postgraduate Degree [ ]

6. For how long have you worked at EAPCC? Please tick where applicable.
   a) Less than 1 year [ ]
   b) Between 1 - 4 years [ ]
   c) Between 5-10 years [ ]
   d) More than 10 years [ ]

SECTION B: EMPLOYEE BENEFITS

7. Does EAPCC offer benefits to the employees?
   a) Yes [ ]
   b) No [ ]

8. If YES in 7 above, give examples of benefits EAPCC offers
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

(Please indicate the extent to which you agree with the following statements by ticking appropriately)
<table>
<thead>
<tr>
<th>No</th>
<th>PARAMETERS</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>PERFORMANCE RECOGNITION</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>a.</td>
<td>EAPCC gives enough recognition for work that is well done</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>Employee suggestions and opinions are considered.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>Individual initiative is encouraged in EAPCC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>Performance appraisals are regular and focused on personal development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>HEALTH PROTECTION BENEFITS</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>a.</td>
<td>All EAPCC staff have access to good medical care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>I am satisfied with the medical scheme</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>Work-related accidents and injuries have been kept to a minimum.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>EMPLOYEE SECURITY BENEFITS</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>a.</td>
<td>There is good overtime allowance for services rendered outside normal working hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>EAPCC employees get all their leave entitlements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>RETIREMENT BENEFITS</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>a.</td>
<td>Pensions strongly influence workers behavior, giving younger workers a compelling reason to continue working for EAPCC and encouraging older workers to retire on a timely basis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>Pensions influence the type of worker a firm attracts and can help an EAPCC attract workers who exhibit desirable behavior patterns.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>EAPCC offers the right package of rewards to attract, retain and engage the people it needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13 To what extent do these benefits enhance your performance?

<table>
<thead>
<tr>
<th>No.</th>
<th>BENEFIT</th>
<th>Effect on productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Very low</td>
</tr>
<tr>
<td>a.</td>
<td>Performance recognition</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td>Health protection</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>Employee security</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td>Retirement benefits</td>
<td></td>
</tr>
</tbody>
</table>

14. What are some other benefits that will make you as an employee enjoy and make you better worker at EAPCC?
   i. ........................................................................
   ........................................................................
   ii. ........................................................................
   ........................................................................
   iii. ........................................................................
   ........................................................................

**SECTION C: LEARNING AND DEVELOPMENT.** *(Please Tick/fill where necessary)*.

15. Are there employees who have been promoted in your department in the recent past?
   a) Yes [   ]
   b) No [   ]

If Yes, the promotion was based on
   a) Merit
   b) Further qualification
   c) Others please specify……………………………………….
16. Please tick to indicate the extent to which you agree with the following statements where:

<table>
<thead>
<tr>
<th>No</th>
<th>PARAMETERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>1</td>
<td>a. There are opportunities for skill development at EAPCC</td>
</tr>
<tr>
<td>2</td>
<td>b. EAPCC involves employees in departmental training programmes</td>
</tr>
<tr>
<td>3</td>
<td>c. Seminars and workshops are held frequently</td>
</tr>
<tr>
<td>4</td>
<td>d. Training programmes are organized in reference to the relevant needs of the organization and to the relevant people.</td>
</tr>
<tr>
<td>5</td>
<td>e. Job advancement and training is clearly defined at EAPCC</td>
</tr>
<tr>
<td></td>
<td>f. Training I have received enables me to perform my job better</td>
</tr>
<tr>
<td></td>
<td>g. EAPCC is good at identifying individual training needs</td>
</tr>
<tr>
<td></td>
<td>h. EAPCC management recognizes and makes use of its employees abilities and skills</td>
</tr>
</tbody>
</table>
SECTION D: WORK ENVIRONMENT.

17. Please tick to indicate the extent to which you agree with the following statements.

<table>
<thead>
<tr>
<th>No</th>
<th>PARAMETERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>a.</td>
<td>My work station is comfortable</td>
</tr>
<tr>
<td>b.</td>
<td>I have not experienced any work related illnesses during my work at EAPCC</td>
</tr>
<tr>
<td>c.</td>
<td>Emergency exits are well marked</td>
</tr>
<tr>
<td>d.</td>
<td>There are adequate facilities for both males and females at EAPCC</td>
</tr>
<tr>
<td>e.</td>
<td>EAPCC has created an open work environment for its employees</td>
</tr>
<tr>
<td>f.</td>
<td>My workload is reasonable</td>
</tr>
<tr>
<td>g.</td>
<td>It is easy for people with disabilities to access points of service at EAPCC</td>
</tr>
<tr>
<td>h.</td>
<td>Waste disposal at EAPCC is good</td>
</tr>
<tr>
<td>i.</td>
<td>EAPCC has consideration for latest technology to improve internal operating efficiency</td>
</tr>
<tr>
<td>j.</td>
<td>A protective gear is available when I need it</td>
</tr>
<tr>
<td>k.</td>
<td>There is good team spirit at EAPCC</td>
</tr>
<tr>
<td>l.</td>
<td>EAPCC management is flexible and open to change</td>
</tr>
<tr>
<td>m.</td>
<td>EAPCC understands the importance of balancing work and personal life of its employees</td>
</tr>
<tr>
<td>n.</td>
<td>We have two way communication in my department</td>
</tr>
<tr>
<td>o.</td>
<td>My supervisor leads by example and supports me learn on the job</td>
</tr>
</tbody>
</table>
18. Proper use of benefit system, learning and development and conducive working environment will move the organization to greater heights in innovation and productivity,

a) Agree [ ]
b) Strongly agree [ ]
c) Neutral [ ]
d) Disagree [ ]
e) Strongly disagree [ ]

Thank you for your participation and genuine contribution.

Date of data collection________________________________________
# APPENDIX III: SCHEDULE OF RESEARCH ACTIVITIES

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>NUMBER OF MONTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>MONTH 1-3</strong></td>
<td><strong>MONTH 4</strong></td>
</tr>
<tr>
<td>1</td>
<td>Proposal writing and presentation</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Proposal corrections and amendments</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Pilot Study</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Data Collection</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Data Analysis / Report writing</td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX IV: BUDGET FOR THE RESEARCH

<table>
<thead>
<tr>
<th>No</th>
<th>Item Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Research Questionnaire</td>
<td>6,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Telephone Expenses</td>
<td>2,000.00</td>
</tr>
<tr>
<td>3</td>
<td>Internet use</td>
<td>2,000.00</td>
</tr>
<tr>
<td>4</td>
<td>Report working expenses</td>
<td>8,000.00</td>
</tr>
<tr>
<td>5</td>
<td>Labour</td>
<td>4,000.00</td>
</tr>
<tr>
<td></td>
<td>Printing of drafts</td>
<td>4,000.00</td>
</tr>
<tr>
<td></td>
<td>Printing of final copies</td>
<td>3,000.00</td>
</tr>
<tr>
<td></td>
<td>Binding of documents</td>
<td>3,000.00</td>
</tr>
<tr>
<td>5</td>
<td>Miscellaneous</td>
<td>3,000.00</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>35,000.00</td>
</tr>
</tbody>
</table>
APPENDIX V: ACCEPTANCE LETTER

THE EAST AFRICAN PORTLAND CEMENT COMPANY

Holding Life Together

Athi River Off Namanga Road
P O Box 20-00204 Athi River
Tel: (254) 045 6620627, 22777
Fax:(254) 045 – 6620406, 22378
E-mail: info@eapcc.co.ke
Website: www.eastafricanportland.com

Ref: EAPCC/hr.train/research/nm

May 12, 2016

Dorecas Akinyi Mainya Wasulwa,
United States International University
NAIROBI

Dear Madam,

RE: RESEARCH PROJECT

We are in receipt of your letter dated May 10, 2016, on the above subject.

East African Portland Cement Company Limited acknowledges with appreciation your request to collect data on the Factors which affect employee Performance in a manufacturing Industry from our Company.

Kindly get in touch with the Training Officer for details and other modalities.

Please also ensure that the information collected is kept confidential and provide the company with a report of your research findings after completion.

We look forward to fruitful working relations.

Please sign your acceptance of the research on those terms by signing and returning a copy to the Training Officer immediately.

Yours faithfully,

For: E.A. Portland Cement Co. Ltd

ELIZABETH KIMANI
HR PLANNING & CHANGE MANAGER

Co: Head of Human Resources & Administration

Signature ___________________________ Date __________

Directors: Mr. William Lay (Chairman), Mr. Kemphor L. Tande (Managing Director), Dr. Wilson Songa (Alt. Mr. Julius K. Kiplangat)
Mr. Kanga Gatwiri, Mr. Henry Ruch (Alt. J.Kinyanjui), NSSF (Repl by Mr. Richard K. Latiiria) (Alt. G. Kyengo), Prof. Sarone Ole Sema