FACTORS AFFECTING JOB PERFORMANCE AMONG EMPLOYEES IN AIRLINE INDUSTRY IN KENYA: A CASE STUDY OF KENYA AIRWAYS.

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE BACHELORS DEGREE IN COMMERCE OF THE MANAGEMENT UNIVERSITY OF AFRICA.

JULY, 2017
DECLARATION

This project is my original work and that it has not been presented in any other university or institution for academic credit.

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This project has been submitted for examination with my approval as the university supervisor.

Signature: ……………………………………… Date: ………………………………………

David Kanyanjua

The Management University of Africa
DEDICATION

I dedicate this work to my family for their financial, moral, spiritual, and continued support towards my education. May the Almighty God richly bless them, I love you all.
ACKNOWLEDGEMENT

First and foremost, I am very grateful to the almighty God for seeing me my undergraduate studies and indeed through this research. Secondly, I want to express my sincere gratitude to Mr David Kanyanjua for his dedicated supervision and support right from the conceptualization to completion. I am also highly obligated to my parents, for instilling in me the value of education and for their moral support. I wish to express my sincere appreciation to the whole of Management University of Africafraternity further, I do acknowledge and express my sincere gratitude to my colleagues, and everyone who assisted me in one way or another, I say thank you and God bless you
ABSTRACT

The main aim of this study was to establish the factors that affect job performance among employees in airline industry in Kenya with reference to Kenya Airways as study case with specific objectives being to establish how organization culture affects job performance among employees at Kenya Airways Ltd; to determine how human resource policies affect job performance among employees at Kenya Airways Ltd; to establish how the work environment affects job performance among employees at Kenya Airways Ltd; to determine how employee motivation affects job performance among employees at Kenya Airways Ltd. The study will add to the body of literature and researches shall be able to use this research study as a reference to what they will do in future not forgetting that it was used as a source of literature review to their studies. Literature was reviewed through reading relevant literature in the library, various documents, publications and reports including, journals, and magazines. Descriptive research design was adopted in the study with a target population of 1750 and a sample of 175 staff at Kenya Airways was used. Stratified sampling technique was used and data was collected with the aid of questionnaires that were pilot tested first before administration. Data was analysed with the help of SPSS version 21 and was presented in tables, figures and graphs. The study established that organization culture, HR policies, working environment and employee motivation are constant factors that affect employee performance. This study show that employee motivation influences job performance to a greater extent followed by working environment and then organization culture and finally HR policies. Management of Kenya Airways should focus more on adherence to organization mission. Human resource department at Kenya Airways should come up with good human resource policies to increase job performance. Management should create an effective work environment that is effective and comfortable for the staff to ensure they work in an efficient and a satisfactory manner. Employee motivation greatly affects job performance and satisfaction; Kenya Airways management should not only pay their staff fairly but according to the duties and responsibility they perform on their job perceive a higher level of employee fulfilment.
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# ABBREVIATIONS AND ACRONYMS

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<tr>
<td>WABs</td>
<td>Weighted Applications Blanks</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<td>HR</td>
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DEFINITION OF TERMS

**Employee Performance**: Optimal employee productivity as a result of employee efforts based on measured performance outcomes (Amar, 2012).

**Employee Productivity**: Volume speed and quality of out-put of an employee as a ratio of the cost of the employee. Simply put this is revenue per employee (Cole, 2002).

**Performance Management**: Is a process that consolidates performance appraisal, goal setting and development into a single common system with the aim of ensuring that employee performance supports organizational strategic plans (Denny, 2010).


**Employee Motivation**: Is a psychological feature that arouses an employee to act towards realization of a certain goal and sustains goal directed behavior. This is also referred to as employee self drive (Denton, 2012).
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CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter provided a basis for the study which is to determine factors affecting job performance among employees in Kenya with reference to Kenya Airways as study case. The chapter outlines the background of the study, statement problem, study objectives, research questions, significance and study scope.

1.1 Background of the Study

Employees are very important resources in any given organization. The skill they possess and the roles they play in organization keeps the firm in a competitive edge. According to Armstrong (2008), for employees to play their part effectively, it is important that they are satisfied, motivated and managed in a way that enhances their level of satisfaction with the employer. Organization need to create conducive working environment and institute policies which support employee commitment. Individuals have various needs that make them work. According to Denny (2010), the understanding reasons why individuals work is a motivation enough to make them perform well. Therefore the success of an organisation is much dependent on the performance of staff.

Staff performance is considered as one of the factors that maintains effective and efficiency in the organization as well as the efforts that make sure organization becomes competitive in the market level. Organizations cannot be formed without existing staff, for that reason managers have to determine the causes that lead to deteriorating of employee performance. Job performance is both affected by external and internal forces. The internal forces that influence job performance include completion, technology and working environment, while the internal forces include ability, motivation levels, skills and knowledge. Therefore its significant to understand internal forces as well as external forces affects performance of employees (Green & Heywood, 2007).

According to Pinder (2008) the efficiency of job performance can be determined by natural aptitude or talent or the skills the person has acquire over time and motivation. The reason is a person is motivated to perform certain tasks but he does not have the necessary skills and ability to perform the job, the performance can still be affected because it won’t be performed well. Positive staff perception in terms of ability, motivation and conducive working environment is important to enhance and drive interests of
employees to accomplish organizational goals (Gray, 2011). Employees with high level of motivation will put more efforts in completing their job hence performance level will increase as well as work progress will be enhanced.

According to Amar (2012), productivity levels can be enhanced with motivation and economic wellbeing can be increased as well. In other words if staff are not motivated to perform their duties, their personal satisfaction cannot be achieved and as result performance level will be low hence decrease in productivity. Once productivity is reduced the economics of that organization will go down in the market. According to Kreitner and Kinicki (2011), workers'ability in determining the effectiveness of job performance is crucial for the organization, although staff with high motivational level can still perform well if they have sufficient skills or ability required for the task given. In order to be employable and marketable staffs have to make sure that they have the ability to perform better than others in any assignment given to them by their employers. Individual performance can be identified by role perception (Locke, 2011). Employees role perception is crucial in determine staff performance, because each staff has a clear perception on what tasks they are going to accomplish and the can commit and put more efforts in achieving the goals without any doubt.

On the other hand if staff have role ambiguity they are unclear of what their actual roles are and they cannot concentrate on their jobs and may luck self-confidence when working due to psychological effect, hence it can affect staff performance level. There are several environment factors that affect and influence job performance of employees they include competitors, work place hygiene, organizational policies and working environment among others (Lucas & Diener, 2007). Recently South African Airways was forced to cancel flights due to labour conflicts that arose from stalled collective bargaining agreement that lead to the worst industrial strike in the modern airline history. For Kenya Airways to remain competitive in the airline industry there is no shortcut but to embrace staff performance to manage risk, achieve its corporate objectives and goals and improve performance strategy. The dynamics conflicts had important implications on methods and process of job performance in the organization.
1.1.1 Kenya Airways Profile

Kenya Airways is the national flag carrier of Kenya and one of the leading airlines in Africa. The history of Kenya Airways can be traced back to 1946 with the formation of East African Airways Corporation which collapse in 1977 with East African Community. In 1977 January twenty second Kenya airways was wholly owned by the government of Kenya with its hub at Jomo Kenyatta international airport, the airlines operates over 52 destinations worldwide and its ranked third largest airline in Sub-Saharan Africa with both passenger and cargo aircraft. Kenya Airways is among the top three fastest growing aviation’s market worldwide with annual passenger growth averaging five percent per annum(ANNUAL REPORT, 2016).

The airlines operates fleets of Boeing Kenya on its international carrier and operates an extensive network of regions services in Kenya and Africa as well as flights in Asia, Europe and the Middle East. Kenya Airways was recently elevated to sky team member after attaining the requirements and serving three years’ probation period which was sponsored by KLM. Kenya Airways is listed in all the stock market in east Africa countries of Kenya, Uganda and Tanzania under the ticket code KQ. The airlines group activities include domestic, regional and international carriage of passengers, air cargo, provision of ground handling services to other airlines and handling of import and export cargo (ANNUAL REPORT, 2016).

1.2 Statement of the Problem

Robbins and Judge (2012) found that employee performance approaches are related with life satisfaction and higher work. Increased Changes in business environment has driven strategic options such as restructuring, downsizing, mergers and privatization have rapidly increased conflicts at work place that has affected job performance. Global airlines with enormous resources and global network have not been spared this trial. Kenya Airways has been battling with increased conflicts at work place that has been emanating from new business strategic options aimed at reorganizing its competitive advantage. Ingenuities related to reduction of labour cost, reviewing and renegotiating third party agreement and employing expatriates pilots have been met with stiff resistance from unions and workers.
Air flight sections has witnessed go slows where the union representing pilots opposed the hiring expatriates pilots, technical department where engineers opposed job evaluation and in ground services there is continued wrangles over changing shift patterns, these are some of the issues that affect job performance in a negative manner at Kenya Airways. Robbins and Judge (2012) found out that most supervisors spent more than 25% of their time on conflict and conflict management while managers spend more than 18% of the time on relational job performance which has double since 2014 this is due to work place demands, modernization and the growing complexity in organizations.

Local studies have been conducted; Wambua (2004) studied factors influencing sales force motivation in insurance companies in Kenya and found that structured incentives, training and development, clear communication, recognition and reward were the outstanding factors. Boen (2011) surveyed the relationship between employee participation in decision making and motivations in commercial banks in Kenya. The study revealed that involvement in decision-making tended to empower employees and gave was positively related to high motivation levels. From the researcher’s observation, none of these local studies have investigated the factors affecting perception on job performance in the Kenya; the research will there for be aiming to fill this gap by investigating factors affecting job performance at Kenya Airways Ltd.

1.3 Objectives of the Study

The aim of this study was to establish the factors that affect job performance among employees in airline industry in Kenya with reference to Kenya Airways as study case.

1.3.1 Specific Objectives

i. To determine how organizational culture affects job performance among employees at Kenya Airways Ltd.

ii. To determine how human resource policies affects job performance among employees at Kenya Airways Ltd.

iii. To establish how the work environment affects job performance among employees at Kenya Airways Ltd.

iv. To determine how employee motivation affects job performance among employees at Kenya Airways Ltd.
1.4 Research Questions

The study was guided by the following research questions;

i. To what extent does organizational culture affect job performance among employees at Kenya Airways Ltd?

ii. What is the influence of human resource policies on job performance among employees at Kenya Airways Ltd?

iii. What is the influence of the work environment work on job performance among employees at Kenya Airways Ltd?

iv. To what extent does employee motivation affect job performance among employees at Kenya Airways Ltd?

1.5 Significance of the Study

1.5.1 Management of Kenya Airways

The study will provide key information for the Management of Kenya Airways on human resources aspects that affect and determine job performance in their organizations. That is based on this study of their organizations, they would be able to position themselves strategically to address this factors hence improving performance which translates to improved organizational sustainability.

1.5.2 Researchers and Scholars

The study is likely to be of very great significance to the academics simply because after the completion of this research study the researches shall be able to use this research study as a reference to what they will do in future not forgetting that it was used as a source of literature review to their studies.

1.5.3 HR Professionals and Policy Makers

Furthermore the study will serve as a spring board to those who want to delve much into human resource planning and development. Finally this will give fore knowledge to management of other organizations before embarking on human resource planning and development. The Business community is likely to benefit from the findings in that they can organize themselves on how to overcome situations which contribute to making works performance difficult.
1.6 Scope of the Study

The research was confined to Kenya Airways head office located in Embakasi, Airport north. This study was carried out in the month of March to May 2017. The researcher sampled employees in all level of management and non-management staff in providing needed information.

1.7 Chapter Summary

The chapter provides study background and the setting required to put the research problem in to proper context and understanding, the chapter includes the outlines the background of the study, statement problem, study objectives, research questions, significance and study scope. Therefore this chapter guided as the principle upon which literature is reviewed, research carried out and analysis made.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter presents a review of literature. Which involves systematic location, identification and analysis of literature that related to the research problems being investigated? Moreover, literature review helps determine new approaches and stimulates new ideas. The chapter further presents theoretical and empirical literature review summary and gaps to be filled, and the conceptual framework of the study.

2.1 Theoretical Literature Review
The theoretical review is a logically described, developed and elaborated network of associations among variables deemed relevant to the problem situation identified (Sekaran, 2010). The study was guided by human capital, Maslows hierarchy needs and expectancy theory.

2.1.1 Expectancy Theory
Expectancy theory puts forth the premise that employees will put forth amount of commitment and work equally to what they expect back in return. The theory is used in compensation structures that allow employees to earn as much money as they desire based on their job performance. Expectancy theory supports that employees always expect pay rise in the future and potential job promotions which makes the employees to work extra hard in order to achieve personal goals. Staff in many organization expect little compensation and no growth opportunities in return for their work, they may only put minimal effort until that a particular time in which they will find a better employer for better opportunity (Heize, 2009). The above theory facilitated understanding that employee motivation and organizational culture influence job performance among employees at Kenya Airways Ltd.

2.1.2 Maslow’s Hierarchy of Needs Theory
Maslow’s Hierarchy of needs theory places employees needs into five categories which include basic physical needs, needs for personal growth and career growth and development. According Maslow employers should meet each level of employees needs, for the employee to fully commit to organizational goals. Employers who fails to meet employees need at any level of the hierarchy can easily create lack of fulfillment in staff professional lives which cause them to eventually try to fill this needs on their own way which is possibly finding a new employer who can provide better opportunities
to satisfy their needs (Juan, 2010). The above theory instigated the need for work environment and HR policies that influence job performance at Kenya Airways.

2.2 Empirical Literature Review

The empirical review highlights the past studies on the variables of the study. This includes the studies conducted on job performance among employees. It reviews the aspects of organizational culture, human resource policies, employee motivation and working environment on job performance.

2.2.1 Organization Culture and Job Performance

Several studies that have been conducted indicate that there is a relationship between job performance and organizational culture. Magee (2002) indicated that organizational culture is inherently connected to organization practices, therefore company culture is conditional on the culture of organization. The findings by this author is that organization allows staff to be acquainted with organization history as well as methods of operations. A study by Ojo (2009) assesses and analyzed the impact of corporate culture on employee job performance as well as productivity in organization in Nigerian Banks. Hes finding were that organizational culture affects job performance. A study by Daniel (2011) on organization of work and decision making on financial performance, his study found out that organizational culture was predictive of short term performance. This when performance is defined with indicators such as return on sales, investment and assets.

A study by Sinicks (2006) established that corporate culture can help business drive results, and culture can lead to superior performance, in his surveys he designed to measure the correlation between attitudes and employee behaviors that define organization culture and financial implications. Research findings by Vandenberd and Renn (2009) on employee performance and organizational culture, the outcomes were that most companies assert performance as dependent variable which seeks variations on organizational culture. The findings were that organizational culture is theoretically related to performance and has a positive influence. A study by Bowen (2009) highlighted that the role of culture is important in sustaining, nurturing and enhancing organization performance. In addition a study by Kopelmal (2010) indicates that organizational cultural system adds to the coordinations of assignments and minimizes inefficiency in employees effort and organizational resources.
Koberg and Chusmir (2007) stated that culture is described by adjectives such as driving, risk taking, creative, challenging, pressurized, enterprising and result oriented. The typical result in organization culture is growth in sales. According to Berson, Oregand Dvir (2008) organizational bureaucratic emphasis on rules, regulations and efficiency has clear lines of responsibility and authority. Firms with higher bureaucratic will highlight predictability and consistency through structures, rules and procedure which can often affect employees negatively. According to Koberg and Chusmir (2007) supportive dimension include trust, friendlyness, warmth and relationship oriented. Berson, Oreg and Dvir (2008) indicated that work environments that is suppotive is characterized by safety, trust and collaborative atmosphere. Managers who work with such employees create an open relationship. Organizations where culture can be seen as unit of a family the staff feels committed to the firm. Members who share organizational values and belief are often commitment to the organization (Akaah, 2013).

2.2.2 Human Resource Policies and Job Performance

According to Armstrong (2010) HR practices makes a direct impact on employees characteristics such as motivation, skill, morale, engagement and commitment. Staff with this characteristics are credible to organizational performance in terms of quality, productivity and delivery which has a direct relationship between organization outcomes and human resource management. A study by Nickson (2009) on challenges of attracting and retaining staff good staff, establish that organization profit margins were being eroded because of depletion in employees. Organization introducing new schemes such as sabbatical the threshold on sales bonuses are raised and organizations profits increases. Another study by Woods (2009) in the US on staff turnover in hotel sector. The findings were 52% of front line staff attributed turnover to low pay and limited employee programmes, in such circumstances managers are faced with the challenge for recruiting and retaining motivated staff.

Armstrong (2010) supports the notion that firms are able to attract and retain employees through offering benefit package and pay that are more attractive than other organization. According to Bratton (2007) support the idea of aligning employee needs with organization demands and there is need to accommodate staff concerns such as taking time off, flexibility in working hours, a better workplace. According to Jackson (2008) openness in organization can be facilitate by providing relevant information that is available to staff. In addition employee empowerment boosts morale and management can use it to obtain competitive advantage. Popescu (2012) indicated that future
organizations will even focus on talent management therefore recognition of talents develop and harness staff which results in excellence service.

According to Mullins (2011) human resource polices will influence employee performance in the organizations. Realization in human relation field works well with branches in HRM policy and effective personnel management. Work in organizations is provided for by the policies and HRM guiding principles, therefore HRM practices are reflections of organizational policies put in place to guide staff in making decision and taking actions that directs the overall behavior in organization. Organization that doesn’t select right staff may not be able to keep these employees in the long run due to low morale that arise from poor job match and organizations that do not socialise new staff in their jobs may not be able to cultivate them with a sense of commitment and loyalty to the organization due to luck of attachment demonstrated by the company (2007).

A study by Kettlitz, Zbib and Motwani (2007) established that organizations that weigh applications blanks to screen job candidates who had lower employee performance. The reason is because weigh applications blanks reduced the number of poor candidates selected for employment which in the end reduces turnover. The finding is supported by Brocker (2008) whos study established that job compatibility and employee characteristics predicts employee tenure and turnover. Organizations that are able to access if individuals were compatible for the position they applied for were more able to reduce employee performance.

2.2.3 Work Environment and Job Performance

There are several studies that links job performance and working conditions. A survey conducted by Hughes (2007) reported nine out of ten employees believes that workspace affects attitude of the employee and increases productivity. A study by Chandraseker (2011) confirmed that unhealthy and unsafe workplace environment in terms of excessive noise, poor ventilation; poor lighting among others affects staff productivity. Also a survey of 31 banks by Hameed and Amjad (2009) established that relaxed office design motivates staff and increase thier performance. This is in agreement with a study by Brill (2011) who suggested that improvements in office physical design motivates and increase productivity with 5-10% hence better performance.
A study conducted by Strong (2007) observed that social, physical and organizational context serves as impetus for activities and tasks considerably influence staff performance. A study by Behling (2008) established that safe and healthy working conditions determines performance of employees, the influence of working environment which is composed of social, physical and psychological factors has been under study in the last two decades. In a number of studies job satisfaction, job performance, employee motivation and health have been found to be influenced by psycho-social working environment of the organization (Bent & Freathy, 2007).

Studies by Naharuddin and Sadegi (2013), Chandrasekarr (2011) and Vischer (2008), all indicated that performance will increase if the right working environment both physical and psychosocial are both provided. Khan (2011) did a study on the impact of workplace environment and infrastructure on employee performance. He sampled 150 respondents in Pakistan education sector and concluded that workplace incentives have a positive impact on employee performance while infrastructure had no significance impact on employees. Other studies that have examined the impact of working environment factors such as furniture, size of the work station, work storage affects team work (Visher, 2008). The working environment includes work activities and organization of work, health, skills, well-being and safety, work life balance, training, pay are considered important aspects of working conditions. Variations in working conditions can generate serious industrial relations issues (Oribabor, 2010).

Staff involved in workplace conflict especially when HR fails to investigate and resolve issues workplace conflict has a detrimental effect on employee morale, employer precautions include enforcing workplace policies that support fair employment practices, and implementing process for staff to report incidents that often arise at workplace such as bulling and sexual harassment (Kent, 2008). Organizations that regularly communicate with their staff lessen the risk of creating a workforce that feels unappreciated and undervalued. Organizations that keeps employees informed on organizational changes, fluctuating business demands and staffing plans is one way of ensuring staff remain in the firm. Organization that neglect staff concerns about job security through communication or not including staff from discussion that affect their performance will impact negatively on the way employees view of the employer, and this views transform to dissatisfaction which leads to low staff productivity due to disengagement and low morale (Denny, 2010).
Studies in work environment mostly focus on factors such as time off, professional development, work hours, job quality, workload, team work, work life balance, organization change, quality of supervision and career plans are necessary tools that help employees to be productive other factors include workplace space, proper lighting, correct seating and compliance with occupational health and safety guidelines. Poor working conditions due to physical elements leads to low employee productivity and job dissatisfaction (Behling, 2008). There is a growing recognition work environment factors affects staff performance, basically the work environment affects the quality of work life, organizational outcomes and individual quality of work life (Burnet, 2011).

2.2.4. Employee Motivation and Job Performance
Grant (2008) conducted a study on employee motivation and his finding were that motivated employees are more oriented towards freedom and autonomy, self-driven compared to non-motivated staff. The study outcomes accomplished the association between job satisfaction and staff motivation. Another study by Sirota(2005) surveyed 135,000 respondents from different countries on organization implementing different motivations programs that involved equity and achievement, 45% of the respondents considered that organization with enthusiastic employee were well motivated. Asim (2013) also carried a study on effects of employee motivation on employee performance, and the findings and conclusion were if staff are more motivated their performance will definitely increase.

Yang (2008) conducted a study on individual performance and his findings were that individuals performance are hard to verify, he asserts that organization can use rewards based on rewards and direct bonuses on individual performance if employee performance is noticeable. With agreement with Yang (2008) Bishop (2011) carried an investigation of employee performance and he revealed that recognition, acknowledgment and reward of performance of employees direct discrimination between employee productivity. Kovach (2007) carried a study on industrial employees and he asked them to rank ten job rewards where 1 represented the most preferred while 10 being the least. And the results were as follows 1. Appreciation of work done fully, 2. Feeling of being, 3. Personal problems assistance, 4. Job security, 5. Good salaries and wages, 6. Interesting work, 7. Growth and promotion, 8. Employee loyalty, 9. Good working conditions and 10. Tactful discipline.

Armstrong (2008) indicated that there are more methods of staff motivation as there are organizations operating business in the global business setting. He stated that some of the motivational strategies are
predominant across all organization determined to improve staff motivation. Different organizations have the same departments with different motivators; they kinder find a reward system that is flexible. Dessler (2008) discuss the issue of motivation and he suggests that workers feel personally responsible for a meaning portion of work accomplished. An employee must feel ownership and connection with the performed duty. Decent compensation has been associated over the years to be one policy which organizations adopts to increase employee performance and productivity. Most employers have realized the fact that performance of their employees goes a long way in determining organization success. Companies must identify who are their outstanding workers, staff that needs additional training and the ones that contribute to the welfare of the firm. Job performance should be assessed at all levels of employment such as job enrichment, job rotations and promotion (Peng, 2009).

Dessler (2008) continued saying the outcome of an employee work must have and add value to the organization. Mullins, (2011) stressed that for as long as for as long as organizational dynamics have been studied, scholars have been struggling to understand human relations dynamics at work place, that affects job performance. Establishment’s obligation to consider the type of employee engagement because is one fact that is most likely to predict firm’s ability to produce results with customer care, staff retention, and productivity and workplace safety. Staff motivation is one of the major issues faced in organization, and its task of every employer to motivate his employees (Denny, 2010).

2.3 Research Gap

The literature review has provided evident that most of the researches have conducted studies; Most of the studies focused on relationship between the firm’s characteristics (Ochilo, 1999); financing (Ebei, 2011); customer relation management, Nwagbara (2006) and the growth (Wanjau, 2011) of the Airline industry. However less focus has been paid on the drivers of the job performance as key strategy to improving competitiveness specifically through understanding of Kenya Airways. The researcher has no knowledge of studies that have investigated the job performance at Kenya Airways hence the motivation for the current study.

2.4 Conceptual Framework

A theoretical framework introduces and describes the theories that attempt to explain the research problem under study with a keen focus on the specific variables being sought in the study, The conceptual framework comprises of independent variables that are four in number and one dependent variable. According to Mugends and Mugenda (2003) independent variable as the one that the study
operates in order to establish the impact on the other variable. On the other hand, a dependent variable is the one that attempts to indicate the total influence arising from the effects of the independent variable and varies as a function of the independent variable according to Mugend and Mugenda (2003). William (2006). According to Cooper (2008), a theory as a set of interrelated concepts.

![Diagram showing the relationship between, theories, Independent variables and dependent variables](image)

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

### 2.5 Operationalization of Variables

#### 2.5.1 Organizational Culture

Organizational Culture establishes itself in the staff, managers and firms policies. Strong culture can be attained by constantly by improving employee performance itself in the employees. Companies that uphold on its culture emphasize the input and involvement of staff in organization issues participation. In this study organizational culture was measured by use of questionnaires that were administered to target population.
2.5.2 Human Resource Policies

Work in organizations is provided for by the policies and HRM guiding principles, therefore HRM practices are reflections of organizational policies put in place to guide staff in making decision and taking actions that directs the overall behavior in organization. Organization that doesn’t select right staff may not be able to keep these employees in the long run due to low morale that arise from poor job match. In this study human resource policy was measured by use of questionnaires that were administered to target population.

2.5.3 Working Environment

The working environment includes work activities and organization of work, health, skills, well-being and safety, work life balance, training, pay are considered important aspects of working conditions. Variations in working conditions can generate serious industrial relations issues. Staff involved in workplace conflict especially when HR fails to investigate and resolve issues workplace conflict has a detrimental effect on employee morale, employer precautions include enforcing workplace policies that support fair employment practices, and implementing process for staff to report incidents that often arise at workplace such as bulling and sexual harassment. In this study working environment was measured by use of questionnaires that were administered to target population.

2.5.4 Employee Motivation

Armstrong (2008) indicated that there are more methods of staff motivation as there are organizations operating business in the global business setting. He stated that some of the motivational strategies are predominant across all organization determined to improve staff motivation. Dessler (2008) discuss the issue of motivation and he suggests that workers feel personally responsible for a meaning portion of work accomplished. In this study employee motivation was measured by use of questionnaires that were administered to target population.

2.6 Chapter Summary

This chapter has presented past activities that fall within the objectives of the study that will give a clear account of all past theoretical undertakings that tried to investigation into the research problem. This literature review sets out to explore and critically analyse the concept of job performance. It is aimed at providing a theoretical and conceptual basing from which a methodology for research was developed, an
analytical framework chosen, relevant data collected and consequent analyses carried out towards
drawing conclusions on topic under study.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
This chapter outlines the design and methodology of the research which explains the steps that were involved in carrying out the research. It also defines the study target population and the specific sampling techniques used methods of data collection and data analysis. The chapter is organized along as follows research design, target population, sample size and sampling procedures, instruments of research, data collection, data design, data analysis and research ethics.

3.1 Research Design
The research adopted a descriptive research design in the study. Research design is a general layout that the researcher uses to respond to research questions. Orodho (2005) defines research design as general layout that is used to answer research questions. This study dilemma was carried out though descriptive research designs. Cooper and Schindler (2008) describe descriptive design as process of finding out, what, where and how an incident occurred. According to Mugenda and Mugenda (2003) descriptive design is appropriate for studies that have specific issues where problems have been defined. The study seeks to describe a situation through the study of variable relationships. The study describes and defines the subject matter by profiling issues under study (Cooper & Schindler, 2008).

It provided a systematic way of looking at events, collecting data, analyzing information and reporting the results as outlined by Mugenda & Mugenda (2003). This helped the researcher to critically analyze the problem in question with a view of drawing more detailed and specific information about the subject that will be useful to the management. Descriptive research design is a systematic method which involves collecting relevant data and subsequently describing the behavior of a subject without influencing it in any way. Most often than not, it is used as a precursor to more statistical research as it gives some valuable pointers as to what variables are worth testing quantitatively. According to Orodho (2005), a descriptive survey design is appropriate as the researcher sets out to study the state of affairs as they exist in regard to the variables under investigation.
3.2 Target Population

Population is the totality of elements that has one or more characteristics in common (Berg, 2009). According to Borg and Grall (2009) described target population as common set of study units which the researcher wishes to generalize results. The target populations of this study were staff of Kenya Airways Ltd. Mugenda and Mugenda (2003) defines target population as units that have observable characteristics which the researcher intents to generalize findings of his study.

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Level Managers</td>
<td>100</td>
<td>6</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>350</td>
<td>20</td>
</tr>
<tr>
<td>Non Management Staff</td>
<td>1300</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1750</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.3 Sample Design

A sample is defined as subject of a population that has been selected to reflect or represent characteristics of a population (Kothari, 2004). A stratified proportion sampling is employed to obtain a suitable unit representative of analysis. This is because of the heterogeneity of the population and respondents all had equal opportunity of participation. (Kothari, 2004) argues that a stratified proportional sample increases a samples statistical efficiency and provides adequate data for analyzing the various populations. This method was cost effective, fast track data collection, and access to the unit of analysis and elements of the study. According to Kombo and Tromp (2009) indicated that a sample size of 10% or 20% of the target population selected using stratified sampling. In this context, the researcher will use the minimum which is 10% because of limited resources. Kothari (2004) observed that sample drawn randomly is unbiased in a way that no number of populations has any chance of being selected more than the other.
The sample size is tabulated as follows:

Table 3.2: Table showing Sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Level Managers</td>
<td>100</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>350</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>Non Management Staff</td>
<td>1300</td>
<td>130</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1750</strong></td>
<td><strong>175</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Techniques

The researcher used questionnaires to collect data especially primary data as outlined by Kothari (2004). A questionnaire is an instrument of research that contains questions on the variables of the study. The researcher used questionnaires which are more efficient and economical tool for descriptive and preventive research for the sample size that is chosen. This way it was easier to identify the level by which the respondent agreed or disagreed (Kothari, 2004).

The second type data the researcher used was secondary data that was collected from documented materials such as annual reports, journals, books among others sources such as library books, annual reports, magazines, journals and internet literature. The research collected primary data for this study report and used secondary data for literature review.

3.5 Pilot Testing

The pilot study aims at establishing the validity and reliability of instruments of research (Cooper & Schindler, 2008). The study adopted content validity to measure the degree to which data was collected using the questionnaires. The pilot testing was conducted using the questionnaire on 17 staff members of Kenya Airways. The pilot group was done through random sampling. According to Cooper and Schindler (2008), a pilot study should be ten percent of the main study.
3.5.1 Validity
The researcher used both content and faces visibility to ascertain validity of the questionnaire. Mugenda and Mugenda (2003) describe validity as the accuracy and ability of interpretations based on the study results. The research conducted the pilot study to validate the study questionnaire. Content validity draws an extrapolation from assessment scores to large domain of similar to those on the test. Content validity draws an inference from test scores to a big area of items similar to those on the test. Gillham (2008) explains that understanding and expertise covered by the test items that represent a larger area of same dynamic.

3.5.2 Reliability
Reliability is always perturbed with the question of whether the study results are repeatable. The construct multiple of reliability is Cronbach alpha; according to Rousson, Gasser and Seifer (2012) the standard acceptable reliability coefficient is 0.6 the study adopted Cronbach Alpha to test research instruments reliability. The study obtained co-efficient of 0.6 and above for all the constructs that were considered adequate for the study.

3.6 Data Analysis and Presentation
The data obtained from the field was analysed using descriptive statistics. Specifically, means, averages and percentages was employed by the researcher. The data analysis tools were simple tabulations and presentations of the report using spread sheets. The data was presented using tables, charts and graphs. Data was analysed using quantitative and qualitative methods; it was first coded then organized into concepts from which generalization was made of entire population. Data will then be tabulated and frequencies calculated on each variable under study and interpretations made from the field findings. Percentages will then calculate and interpretation made.

3.7 Ethical Consideration
The researcher undertakes all the necessary steps to ensure that the study adheres to research ethical standards. Research authorization letter was obtained from Management University of Africa and be presented Kenya Airways Ltd as prove that the purpose of the study is purely academic.
3.7.1 Voluntary Participation

The researcher sought consent from the Kenya Airways Ltd before administering the questionnaires. Participants were asked to verbally consent to participate in the research, for which they was free to participate or not to. The researcher explained to them that the information that they gave was used only for the study. The researcher explained that meaningful data for this study was achieved if they contribute their views about research topic.

3.7.2 Informed Consent

The researcher ensured that through the principle of informed consent, complex as it is, and the respondents was devoid of hang-ups that come with lack of clear expectations of the research. As Oliver (2004) points out, some respondents may be impressed by the status of the researcher, or even by the word research has used and may agree to participate without having a good idea of what the research is all about.

3.7.3 Confidentiality

The researcher explained to the respondents that the data that was gathered in this study was treated in confidence and that the findings were meant for a project of Management University of Africa. The researcher explained to the respondents that the data wasto be coded and no one, whatsoever, related the data to the respondents for both external and internal audiences of the project.

3.7.4 Anonymity

The researcher accorded the respondents their due respect while at the same time ensuring that they answer the questions to the expectations of the study, interjecting questions, intelligibly. The researcher picked respondents without any discrimination. This helped the researcher to receive truly anonymized respondents even to the researcher herself. This was achieved through self-administered questionnaires with an anonymous method of return.

3.8 Chapter Summary

The chapter describes the methodology used in carrying out the research. It has shown the phases that were involved in data collection, data measurements and data analysis; it shows how the research was carried out and how respondents were approached. The chapter includes research design, target
population, sample size, sampling methods, and instruments of research, data collection, data analysis and ethics that guided the study.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS FINDINGS

4.0 Introduction
In this chapter the presentation of the findings as obtained from the field data is analyzed. The chapter has been sectioned into; response rate, respondent’s background, and the factors affecting job performance among employees at Kenya in airline industry in Kenya Airways.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The researcher distributed questionnaires to 175 respondents. A response rate of 86% was achieved which was favorable for the study as shown table 4.1 and figure 4.1. According to Mugenda and Mugenda (2003) a response rate of 50 percent is adequate, while 60 percent is good and response rate above 70 percent is excellent. The study achieved a response rate of 80 percent which is exceptional and acceptable. The results are based on a response rate of 86%. The response rate determination was important because it clearly enabled the researcher to know the exact number of questionnaires that would be valid for analysis.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>150</td>
<td>86</td>
</tr>
<tr>
<td>Non Response</td>
<td>25</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>175</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.1: Table showing response rate
As shown in table 4.1 and figure 4.1 out of 175 distributed questionnaires 86% were fully filled and returned and 14% were not returned or were not fully filled.

4.1.2 Demographic Information

Table 4.2: Table Showing Gender of the respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>63</td>
<td>42%</td>
</tr>
<tr>
<td>Female</td>
<td>87</td>
<td>58%</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>
Figure 4.2: Figure showing gender of the respondents

The gender characteristics of the respondents were dominated by females at 58% as shown in figure 4.2 and table 4.2 by against males who were 42%. The gender representation of the respondents indicates that, views under the study were represented by all gender, and no single opinion can be attributed to a particular gender.

Table 4.3: Table showing respondent’s level of education

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>8</td>
<td>5%</td>
</tr>
<tr>
<td>College</td>
<td>31</td>
<td>21%</td>
</tr>
<tr>
<td>Graduate</td>
<td>55</td>
<td>37%</td>
</tr>
<tr>
<td>Post graduate</td>
<td>46</td>
<td>31%</td>
</tr>
<tr>
<td>Doctorate</td>
<td>10</td>
<td>7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Majority of the respondents had graduate level education at 37 %, followed by respondents who had post graduate level of education at 31 % while 21% had college level of education, secondary level and Doctorate had 5 % and 7% respectively as tabulated in Table 4.3 and shown in figure 4.3. This shows that 95% of the staff at Kenya Airways have college level of education and above this show that work at the organizations require professional input.

**Table 4.4: Table showing respondents rank within the organization**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Level Management</td>
<td>18</td>
<td>12%</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>42</td>
<td>28%</td>
</tr>
<tr>
<td>Non-Management Staffs</td>
<td>90</td>
<td>60%</td>
</tr>
</tbody>
</table>

Total 150 100
As shown in Table 4.4 and Figure 4.4 among the respondents were asked to indicate their jobs ranks. 12% indicated senior level management and 28% were middle level management while 60% indicated non-management staff. This shows that all categories in the organization were well presented in the study.

Table 4.5: Table showing respondent’s years of service within the organization

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4 Years</td>
<td>41</td>
<td>27%</td>
</tr>
<tr>
<td>5-9 Years</td>
<td>59</td>
<td>39%</td>
</tr>
<tr>
<td>10-19 Years</td>
<td>34</td>
<td>23%</td>
</tr>
<tr>
<td>20 Years &amp; Above</td>
<td>16</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
As shown in Table 4.5 and Figure 4.5 those who had served from 0-4 years were 27%, 5-9 years were 39%, and 10-19 years were 23% while 20 years and above were 11%. The research findings indicated that the respondents had worked in the organization 73% had worked for over 5 years in the organization the respondent had long experience in service.

Table 4.6: Table showing respondents department within the organization

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>53</td>
<td>35%</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>29</td>
<td>19%</td>
</tr>
<tr>
<td>Human Resource</td>
<td>12</td>
<td>8%</td>
</tr>
<tr>
<td>Procurement</td>
<td>35</td>
<td>23%</td>
</tr>
<tr>
<td>Engineering and Maintenance</td>
<td>21</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
As shown in Table 4.6 and Figure 4.6, respondents were asked to indicate their departments within the organization: 35% indicated customer service, 23% indicated procurement, 19% indicated administration and finance, 14% indicated engineering and maintenance, and 8% indicated human resources. This shows that respondents were selected from all departments in the organization and their views represent a true reflection of the entire organization.

### 4.1.3 Organization Culture and Job Performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>125</td>
<td>83%</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Respondents were asked to indicate if organization culture affects job performance. 83% indicated no, while 17% indicated No, this shows that the majority believed organization culture affects job performance and they indicated the following performance measurement helped staff focus on the issues of importance, aligning activities to the company’s strategy, corporate strategies implementation promote mutual trust among employees which enable staff to understand, hear and respond to strategic vision and performance measurement which is seen as consistency of decision making and a means of staff motivation.

**Table 4.8: Table showing the extent which organization culture affects job performance**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great Extent</td>
<td>47</td>
<td>31%</td>
</tr>
<tr>
<td>Great Extent</td>
<td>78</td>
<td>52%</td>
</tr>
<tr>
<td>Little Extent</td>
<td>16</td>
<td>11%</td>
</tr>
<tr>
<td>Very Little Extent</td>
<td>6</td>
<td>4%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Respondents were asked to indicate the extent in which organizational culture affects job performance. 31% indicated very great extent, 52% indicated great extent, 11% indicated while 4% indicated very little extent and 2% indicated they were not sure as shown in figure 4.8 and tabulated in table 4.8.

Table 4.9: Table showing if supervisor provides supportive supervision to individuals while maintaining a harmonious working relationship

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>52</td>
<td>35%</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>49%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Figure 4.9: Figure showing if supervisor provides supportive supervision to individuals while maintaining a harmonious working relationship

Respondents were asked to indicate if their supervisor provided supportive supervision to individuals while maintaining a harmonious working relationship. 35% strongly agreed, 49% agreed, 11% disagreed, and 5% strongly disagreed, as shown in Figure 4.9 and Table 4.9.

Table 4.10: Table showing if the supervisor/manager provides timely feedback that is correctional in nature on matters affecting respondents' performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>22</td>
<td>15%</td>
</tr>
<tr>
<td>Agree</td>
<td>56</td>
<td>37%</td>
</tr>
<tr>
<td>Disagree</td>
<td>37</td>
<td>25%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Figure 4.10: Figure showing if the supervisor/manager provides timely feedback that is correctional in nature on matters affecting respondents' performance.

Respondents were asked to indicate if their supervisor/manager provides timely feedback that is correctional in nature on matters affecting respondents' performance. 15% strongly agreed, 37% agreed, 25% disagreed, 20% strongly disagreed, while 3% indicated they were not sure, as shown in figure 4.10 and table 4.10.

Table 4.11: Table showing if there is a clear employee performance management plan in the organization.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>52</td>
<td>35%</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>49%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>I'm not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Figure 4.11: Figure showing if there is a clear employee performance management plan in the organization

Respondents were asked to indicate if there is a clear employee performance management plan in the organization. 35% strongly agreed, 49% agreed, 11% disagreed, and 5% strongly disagreed as shown in figure 4.11 and table 4.11. The study has established that organizational culture influence job performance would increase motivation and the feeling of self-efficacy. The findings are in agreement with studies by Thomas and Velthouse (2009) and Kanungo and Conger (2008). Their studies establish that the managers and supervisors using organizational policies have a greater effort due to intrinsic rewards derived from doing a particular job with a higher expectation of accomplishing it. Organizational practices that are aimed at granting discretion and providing training improve job performance. According to Oldham (2006) job design models suggest that organizational practices improve performance through employee job satisfaction.
4.1.4 Human Resource Policies and Job Performance

Table 4.12: Table showing if human resource policies affects job performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>150</td>
<td>100%</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.12: Figure showing if human resource policies affects job performance

Respondents were asked to indicated if human resource policies affects job performance they all 100% agreed it affects. The respondents indicated the following policies affect job performance: they include human resource management policy, recruitment and selection, training, promotion, placement, empowerment, employee grievances, social and pension.
Respondents were asked to indicate the extent human resource policies affects job performance. 39% indicated very great extent, 52% indicated great extent, 9% indicated as shown in figure 4.13 and tabulated in table 4.13.
Table 4.14: Table showing if the organization has clear career path that allows employees to grow

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>52</td>
<td>35%</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>49%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Figure 4.14: Figure showing if the organization has clear career path that allows employees to grow

Respondents were asked to indicated if the organization has clear career path that allows employees to grow 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree as shown in figure 4.14 and table 4.14
Table 4.15: Table showing if the organization has an annual employee training plan

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>125</td>
<td>83%</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.15: Figure showing if the organization has an annual employee training plan

Respondents were asked to indicate if the organization has an annual employee training plan 83% indicated no while 17% indicated No as shown in figure 4.15 and table 4.15.

Table 4.16: Table showing if the organization has a policy of rewarding/compensating employees following attainment of professional certification

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>52</td>
<td>35%</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>49%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Respondents were asked to indicate if the organization has a policy of rewarding/compensating employees following attainment of professional certification. 35% strongly agreed, 49% agreed, 11% disagreed, and 5% strongly disagreed as shown in Figure 4.16 and Table 4.16 above. These findings agree with Brockner (2008) argument that job manuals have a positive influence on employees’ performance of a firm. This study has showed that HR policies correlated with the needed skills to perform the task. A study by Runny (2007) indicates employees consistency is and can be gauged by looking at how ethical business practices can be demonstrated, such as not stealing employers time, being trustworthy with organizational finances. He further added that competency is an indicator of employee job performance which helps supervisors to determine the level of an employee integrity and credibility.
As shown in table 4.17 and figure 4.17 respondents were asked to indicate if work environment affects job performance and all agreed that it does 100%.
Table 4.18: Table showing the extent to which work environment affects job performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great Extent</td>
<td>58</td>
<td>39%</td>
</tr>
<tr>
<td>Great Extent</td>
<td>78</td>
<td>52%</td>
</tr>
<tr>
<td>Little Extent</td>
<td>14</td>
<td>9%</td>
</tr>
<tr>
<td>Very Little Extent</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.18: Figure showing the extent to which work environment affects job performance

Respondents were asked to indicate the extent to which work environment affects job performance. 39% indicated very great extent, 52% indicated great extent, 9% indicated as shown in figure 4.18 and tabulated in table 4.18. Unise (2004) observed that work environment influence job performance and growth of business positively.
Table 4.19: Table showing respondents view how satisfied respondents are with the following statements related to working environment

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>A bit Satisfied</th>
<th>Not Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
<td>F %</td>
</tr>
<tr>
<td>Office facilities-Stationery, furniture among other facilities</td>
<td>57 38%</td>
<td>70 47%</td>
<td>15 10%</td>
<td>8 5%</td>
</tr>
<tr>
<td>The availability of consulting room for the workers</td>
<td>29 19%</td>
<td>64 43%</td>
<td>35 23%</td>
<td>22 15%</td>
</tr>
<tr>
<td>Organizational general surroundings</td>
<td>78 52%</td>
<td>57 38%</td>
<td>15 10%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Sanitary Facilities</td>
<td>57 38%</td>
<td>70 47%</td>
<td>15 10%</td>
<td>8 5%</td>
</tr>
<tr>
<td>Security Measures</td>
<td>78 52%</td>
<td>57 38%</td>
<td>15 10%</td>
<td>0 0%</td>
</tr>
<tr>
<td>Friendly co-workers</td>
<td>57 38%</td>
<td>70 47%</td>
<td>15 10%</td>
<td>8 5%</td>
</tr>
<tr>
<td>Staff welfare</td>
<td>29 19%</td>
<td>64 43%</td>
<td>35 23%</td>
<td>22 15%</td>
</tr>
</tbody>
</table>

As tabulated in table 4.19 and figure 4.19 respondents were asked their view how satisfied they were following statements related to working environment Office facilities-Stationery, furniture among other facilities 38% were very satisfied, 47% were satisfied while 10% were a little bit satisfied and 5% were not satisfied; if there are availability of consulting room for the workers 19% were very satisfied, 43% were satisfied while 23% were a little bit satisfied and 15% were not satisfied; third issue asked was if organizational general surroundings 52% were very satisfied, 38% were satisfied while 10% were a little bit satisfied and none were not satisfied; fourth issue asked was about sanitary facilities 38% were very satisfied, 47% were satisfied while 10% were a little bit satisfied and 5% were not satisfied; on security measures 52% were very satisfied, 38% were satisfied while 10% were a little bit satisfied and none were not satisfied; about friendly co-workers 38% were very satisfied, 47% were satisfied while...
10% were a little bit satisfied and 5% were not satisfied and finally on staff welfare 19% were very satisfied, 43% were satisfied while 23% were a little bit satisfied and 15% were not satisfied. These findings agree with Drucker (2005) who observed that work environment influence employee performance which has positive significant impact performance of an organization.

**Figure 4.19: Figure showing respondents view how satisfied respondents are with the following statements related to working environment**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Not Satisfied</th>
<th>A bit Satisfied</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office facilities-Stationery, furniture among other facilities</td>
<td>5%</td>
<td>10%</td>
<td>38%</td>
<td>47%</td>
</tr>
<tr>
<td>The availability of consulting room for the workers</td>
<td>0%</td>
<td>10%</td>
<td>38%</td>
<td>43%</td>
</tr>
<tr>
<td>Organizational general surroundings</td>
<td>0%</td>
<td>10%</td>
<td>38%</td>
<td>52%</td>
</tr>
<tr>
<td>Sanitary Facilities</td>
<td>5%</td>
<td>10%</td>
<td>38%</td>
<td>47%</td>
</tr>
<tr>
<td>Security Measures</td>
<td>0%</td>
<td>10%</td>
<td>38%</td>
<td>52%</td>
</tr>
<tr>
<td>Friendly co-workers</td>
<td>5%</td>
<td>10%</td>
<td>38%</td>
<td>47%</td>
</tr>
<tr>
<td>Staff welfare</td>
<td>15%</td>
<td>23%</td>
<td>43%</td>
<td></td>
</tr>
</tbody>
</table>
4.1.6 Employee Motivation and Job Performance

Table 4.20: Table showing if employee motivation affects job performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>150</td>
<td>100%</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100%</td>
</tr>
</tbody>
</table>

Figure 4.20: Figure showing if employee motivation affects job performance

As shown in figure 4.20 and table 4.20 respondents were asked to indicated if employee motivation affects job performance they all 100% agreed it affects.

Table 4.21: Table showing the extent in which employee motivation affects job performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great Extent</td>
<td>58</td>
<td>39%</td>
</tr>
<tr>
<td>Great Extent</td>
<td>78</td>
<td>52%</td>
</tr>
<tr>
<td>Little Extent</td>
<td>14</td>
<td>9%</td>
</tr>
<tr>
<td>Very Little Extent</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100%</td>
</tr>
</tbody>
</table>
Figure 4.21: Figure showing the extent in which employee motivation affects job performance

Respondents were asked to indicate the extent in which employee motivations affects job performance. 39% indicated very great extent, 52% indicated great extent, 9% indicated as shown in figure 4.21 and tabulated in table 4.21.

Table 4.22: Table showing if respondents are satisfied with my current employment contract period

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>52</td>
<td>35%</td>
</tr>
<tr>
<td>Agree</td>
<td>74</td>
<td>49%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Figure 4.22: Figure showing if respondents are satisfied with my current employment contract

Respondents were asked to indicate if they are satisfied with their current employment contract. 35% strongly agreed, 49% agreed, 11% disagreed, and 5% strongly disagreed as shown in figure 4.22.

Table 4.23: Table showing if the current employment benefit package is fair and equitable

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>22</td>
<td>15%</td>
</tr>
<tr>
<td>Agree</td>
<td>56</td>
<td>37%</td>
</tr>
<tr>
<td>Disagree</td>
<td>37</td>
<td>25%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>I’m not sure</td>
<td>5</td>
<td>3%</td>
</tr>
</tbody>
</table>

Total: 150
Respondents were asked to indicate if the current employment benefit package is fair and equitable. 15% strongly agreed, 37% agreed, 25% disagreed, and 20% strongly disagreed while 3% indicated they were not sure as shown in figure 4.23 and table 4.23 above.

4.2 Limitations of the Study
Job performance is a sensitive issue in an organization, employees feared that disclosing their perceptions may compromise their opportunities for career growth within the organization and further the organization felt that findings of this study may weaken its competitive position in the sector. However employees were assured of full anonymity to avoid fear of being victimized while management was assured that the results of the research were purely for academic purpose and the findings will provide an insight to underlying human resources challenges within the organization.

4.3 Chapter Summary
The chapter presents analysed questionnaire as gathered from the target population. The study has established that organization culture, HR policies, working environment and employee motivation are constant factors that affect employee performance. This study show that employee motivation influences
employee performance followed by working environment and then organization culture and finally HR policies.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction
This chapter presents the summary of findings, recommendations and conclusions relating to the research objectives. The chapter has been sectioned into; summary of findings, recommendations and conclusions of the study.

5.1 Summary of Findings
The study achieved a response rate of 86% which formed the basis for the analysis presented chapter 4. The response rate determination was important because it clearly enabled the researcher to know the exact number of questionnaires that would be valid for analysis. The gender was dominated by females at 58% and males at 42%. 37% of the respondents had graduate level education, 31% had had post graduate education while 21% had college education, secondary level and doctorate had 5% and 7% respectively. All categories in the organization were presented in the study with 12% in senior management, 28% in middle level management while 60% were ordinary staff. Findings indicated that 73% had worked for over 5 years in the organization the respondent had long experience in service.

5.1.1 Organization Culture
Organization culture affects job performance at Kenya Airways with 83% of the respondent indicating it does and 31% indicated very great extent, 52% indicated great extent, 11% indicated while 4% indicated very little extent and 2% indicated they were not sure. 15% strongly agreed 37% agreed 25% disagreed and 20% strongly disagree while 3% indicated they were not sure if their supervisor/manager provides timely feedback that is correctional in nature on matters affecting respondent’s performance. 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree if there is a clear employee performance management plan in the organization. The study has established that organizational culture influence job performance would increase motivation and the feeling of self-efficacy. The findings are in agreement with studies by Thomas and Velthouse (2009) and Kanungo and Conger (2008). Their studies establish that the managers and supervisors using organizational policies have a greater effort due to intrinsic rewards derived from doing a particular job with a higher expectation of accomplishing it. Organizational practices that are aimed at granting discretion and

5.1.2 Human Resource Policies

100% of the respondents agreed that human resource policies affects job performance and the respondents indicated the following policies affect job performance they include human resource management policy, recruitment and selection, training, promotion, placement, empowerment, employee grievances, social and pension. 39% indicated very great extent, 52% indicated great extent, 9% moderate extent that human resource policies affects job performance. 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree that organization has clear career path that allows employees to grow. 83% of the respondents indicate that organization has an annual employee training plan. 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree that organization has a policy of rewarding/compensating employees following attainment of professional certification. These findings agree with Brockner (2008) argument that job manuals have a positive influence on employees’ performance of a firm. This study has showed that HR policies correlated with the needed skills to performe the task. A study by Runny (2007) indicates employees consistency is and can be gauged by looking at how ethical business practices can be demonstrated, such as not stealing employers time, being trust worthy with organizational finances. He further added that competency is an indicator of employee job performance which helps supervisors to determines the level of an employee intergrity and credibility.

5.1.3 Work Environment

100% of the respondents indicate that work environment affects job performance and 39% indicated very great extent, 52% indicated great extent the extent to which work environment affects job performance. Respondents view on satisfaction with the following statements related to working environment, Office facilities-Stationery, furniture among other facilities 38% were very satisfied, 47% were satisfied while 10% were a little bit satisfied and 5% were not satisfied; if there are availability of consulting room for the workers 19% were very satisfied, 43% were satisfied while 23% were a little bit satisfied and 15% were not satisfied; third issue asked was if organizational general surroundings 52% were very satisfied, 38% were satisfied while 10% were a little bit satisfied and none were not
satisfied; fourth issue asked was about sanitary facilities 38% were very satisfied, 47% were satisfied while 10% were a little bit satisfied and 5% were not satisfied; on security measures 52% were very satisfied, 38% were satisfied while 10% were a little bit satisfied and none were not satisfied; about friendly co-workers 38% were very satisfied, 47% were satisfied while 10% were a little bit satisfied and 5% were not satisfied and finally on staff welfare 19% were very satisfied, 43% were satisfied while 23% were a little bit satisfied and 15% were not satisfied. These findings agree with Drucker (2005) who observed that work environment influence employee performance which has positive significant impact performance of an organization. Unise (2004) observed that work environment influence job performance and growth of business positively respondents. These findings were similar to Strutton (2010) who indicate that working environment includes inspirations, anxieties, and reasonable, technological factors, political, economic, demographic and regulatory that affects the survival, growth and operations of organization.

5.1.4 Employee Motivation

Respondents 100% indicated that employee motivation affects job performance and to what the extent in which employee motivation affects job performance 39% indicated very great extent, 52% indicated great extent. 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree that respondents were satisfied current employment contract. 15% strongly agreed 37% agreed 25% disagreed and 20% strongly disagree while 3% indicated they were not sure that the current employment benefit package is fair and equitable. This was also in line with Ferman (2011) findings that employee motivation is the basis of organizational survival; employees are the greatest asset of an organization. Organization might only spend resources to intrinsically motivated employees but to also find ways to support their motivation process.

5.2 Conclusion

Organizations have adopted different approaches with the aim of promoting innovativeness and improving performance. The study established that certain practices such as providing staff with training and skills positively influence employee perception on performance; other practices such as rewards based on performance and providing them with more information on organizational goals have a meaningful influence on staff performance. To the increase quality of employee performance, training and development should be among the HR policies, training and development is vital for both organization and staff improvement. Employee training provides individual development and broaden
staff knowledge and capabilities for well-organized team work. Working conditions and good remuneration will attract and retain and also motivate employees who understand the organization details. The study has established that all the independent variables influenced the dependent variable positively and employee motivation influences employee performance followed by working environment and then organization culture and finally HR policies.

5.3 Recommendations
The study suggests the following recommendations for improvement

Kenya Airways Management should play a manifest part in influencing organizational culture that is aligned to organization structure and strategy. Management of Kenya Airways should have a clear picture of the company’s organizational culture. Management of Kenya Airways should focus more on adhering to organization mission by ensuring that employees are conversant with mission and visions of the organization. Senior administration must adhere to ethical practices in the organization that are likely to promote higher performance culture. Management of Kenya Airways should invest in regular staff training and development in order to improve and develop human capability. Management of Kenya Airways should involve employees in decision making this makes the employee identify themselves with the organization.

Human resource department at Kenya Airways should come up with good human resource policies to increase job performance. This can be achieved by paying particular attention by involving the HR Consultants through encouraging more training, use of job manuals and continuous new hire orientation in all stages as they facilitate the job performance. Training and development is a useful tool for employees to perform their jobs, if training and development programmes are periodically arranged employees skills are regularly improved hence better performance, Kenya Airways management should know that training and development of individual staff enhances satisfaction as well as performance.

Working environment impacts on job performance and Kenya Airways Management should create work effectiveness by creating conducive and comfortable working environment for ease of staff to perform their duties in an effective and efficient manner. The HR and Administration department should ensure that staff work station is designed in such a way that its doesn’t affect employee productivity. Better working conditions are enhanced in a presence of elegant work environment and increases employee satisfaction level. So in order to increase the satisfaction of employee’s performance Kenya Airways
management should ensure and provide flexible, adjustable and appropriate workstations and carry periodical checks on facilities that staff use.

Staff motivation affects job performance. The Management of Kenya Airways should not only renumerate their staff fairly according to responsibilities and duties they perform. Human resource director at Kenya Airways should ensure that promotion are awarded on merit and employee satisfaction level increases through fair and equitable pay. Employee Motivation is a fundamental function of Kenya Airways Management through the HR department should address issues such as performance management, job values, pension, rewards management, contingent pay and employee benefit. Motivation practices in organizations should take into account values, strategies and goals.
REFERENCES


APPENDIX ONE: QUESTIONNAIRRE COVER LETTER

Dear Sir/ Madam

My names are Patricia M. A. Khakali I study at Management University of Africa as part of requirement to graduate with a degree in Commerce I am conducting a study title: FACTORS AFFECTING JOB PERFORMANCE AMONG EMPLOYEES IN KENYA: A CASE STUDY OF KENYA AIRWAYS For this reason I humble request you to assist in filling the attached questionnaire to the best of your knowledge. The information that you will provide is strictly for academic and shall be treated with confidentiality and for no instance your name will appear on this report.

Your input will go a long way to facilitate this research study.

Thank you

PATRICIA M. A. KHAKALI
APPENDIX II: RESEARCH STUDY QUESTIONNAIRE

Please answer all the questions as best as you can. Please Tick as appropriate

PART 1: DEMOGRAPHIC CHARACTERISTICS

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

2. What is your highest level of Education?
   Secondary [ ]  Diploma Level [ ]  Degree Level [ ]  Post Graduate [ ]  PhD [ ]

3. What is your rank within the organization?
   Senior Level Management [ ]  Middle level Management or Supervisors [ ]  Non-Management Staff [ ]

4. How many years have you worked in the organization?
   0-4 yrs [ ]  5-9 yrs [ ]  10-19 yrs [ ]  More than 20 yrs [ ]

5. Indicate Your Department .................................................................

PART II

ORGANIZATION CULTURE AND JOB PERFORMANCE

6. Do you believe that organization culture affects job performance among employees at Kenya Airways Ltd?  a) Yes [ ]  b) No [ ]
   If yes briefly explain your answer
   ...............................................................................................................
   ...............................................................................................................

8. My supervisor provides supportive supervision to individuals while maintaining a harmonious working relationship i. Strongly agree [ ] ii. Agree [ ] iii. Disagree [ ] iv. Strongly disagree [ ] v. I’m not sure [ ]

9. The supervisor/manager provides timely feedback that is correctional in nature on matters affecting my performance i. Strongly agree [ ] ii. Agree [ ] iii. Disagree [ ] iv. Strongly disagree [ ] v. I’m not sure [ ]

10. There is a clear employee performance management plan in the organization. i. Strongly agree [ ] ii. Agree [ ] iii. Disagree [ ] iv. Strongly disagree [ ] v. I’m not sure [ ]

HUMAN RESOURCE POLICIES AND JOB PERFORMANCE

11. Do you believe that human resource policies affects job performance among employees at Kenya Airways Ltd? a) Yes [ ] b) No [ ]

If yes briefly explain your answer
........................................................................................................................................................................................................................................................................................................................................................................................................................................
........................................................................................................................................................................................................................................................................................................................................................................................................................................


13. The organization has clear career path that allows employees to grow i. Strongly agree [ ] ii. Agree [ ] iii. Disagree [ ] iv. Strongly disagree [ ] v. I’m not sure [ ]

14. The organization has an annual employee training plan a) Yes [ ] b) No [ ]

15. The organization has a policy of rewarding/compensating employees following attainment of
professional certification? i. Strongly agree [ ] ii. Agree [ ] iii. Disagree [ ] iv. Strongly disagree [ ] v. I’m not sure [ ]

WORK ENVIRONMENT AND JOB PERFORMANCE

16. Do you believe that work environment affects job performance among employees at Kenya Airways ltd? a) Yes [ ] b) No [ ]

If yes briefly explain your answer

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


18. How satisfied are you with the following statements related to working environment?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>A bit satisfied</th>
<th>Not satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Office facilities: Stationery, furniture among other facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) The availability of consulting room for the workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Organizational general surroundings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) Sanitary Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e) Security Measures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f) Friendly co-workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>g) Staff welfare</td>
<td></td>
<td></td>
<td></td>
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EMPLOYEE MOTIVATION AND JOB PERFORMANCE

19. Do you believe that employee motivation affects job performance among employees at Kenya Airways ltd? a) Yes [ ] b) No [ ]
If yes briefly explain your answer


21. I am satisfied with my current employment contract period.  i. Strongly agree [ ]   ii. Agree [ ]   iii. Disagree [ ]   iv. Strongly disagree [ ]   v. I’m not sure [ ]

22. The current employment benefit package is fair and equitable.i. Strongly agree [ ]
    ii. Agree [ ]   iii. Disagree [ ]   iv. Strongly disagree [ ]   v. I’m not sure [ ]