

**A STUDY TO DETERMINE THE IMPACT OF EMPLOYEE RELATIONS ON
ORGANIZATIONAL PRODUCTIVITY IN PRIVATE SECTOR IN KENYA A CASE
STUDY OF I &M BANK, HEAD OFFICE KENYA.**

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**A RESEARCH PROJECT REPORT SUBMITTED TO THE SCHOOL OF
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REQUIREMENTS FOR THE AWARD OF DIPLOMA IN LEADERSHIP AND
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DECLARATION

Student's Declaration

This research project is my own original work and to the best of my knowledge. It has never been presented for a Diploma Award in any University.

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Signed.....

Date.....

Supervisor's Declaration

This research project has been submitted for examination with my approval as the University Supervisor.

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Signed.....

Date.....

DEDICATION

This research project is dedicated to God, for enabling me to come this far and giving me the strength to finishing my studies, my parents and siblings who have been there for me throughout the whole period and my supervisor for guiding me through the project. These people are a source of inspiration and motivation to me.

I love you all.

ACKNOWLEDGEMENT

First, of all I would like to thank God for granting me his sufficient grace and strength to carry out the project and his guidance and protection during my years of study.

I would like to pass my gratitude to my supervisor Dr. Ruth Kiilu who has been of great help in my research and the advice she gave me. May God bless you abundantly.

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ABSTRACT

This research dealt with the most pressing issues facing most organizations today in the need to raise employee performance and organizational productivity. I&M Bank were selected because the employees were not so much interested with the organization productivity neither did the employees do anything that would have helped in increasing the organization profits. There is a widespread belief that productivity improvements can only be achieved through a fundamental reform in the area of employee relations. Therefore its worthwhile to study the Problem of the impact of employee relations on organizational productivity in a broader sense. This mainly deals with the impact of employee relations on organization productivity by Identifying and understanding the relationship between the independent variables of key indicators of organizational productivity. Responses gathered from the staff were analyzed to bring out findings, conclusions and recommendations for this study. In relation to this study, the descriptive design research was chosen as the appropriate one. Data was gathered from both primary and secondary sources of information. Data was collected by use of questionnaires and reliability of research instruments was tested using test-retest technique and validated by experts in the academic research. Stratified random sampling and simple random sampling was used to collect the sample size of 28 respondents. The data was analyzed and collected by descriptive statistics; simple frequencies and percentages. From the research findings it was concluded that there is a strong positive relationship between the independent and dependent variable which indicate a greater impact from employee relations towards the overall productivity. The most valuable recommendation given is to treat employees with great care.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee relations may be traced back to the industrial revolution, which gave birth to the contemporary employment relationship by generating open labor markets and large-scale industrial enterprises employing thousands of wage employees. Labor issues emerge when society grapples with these enormous economic and social transformations. Low pay, long working hours, repetitive and hazardous labor, and abusive managerial methods all contribute to high employee turnover, violent strikes, and the threat of societal instability, necessitating the establishment of excellent industrial relations.

In private sector, employee relation is strained due to poor implementation and enforcement of policies and procedures concerning industrial relation matters thus affecting general performance of employees and organization at large. According to Gennard (2005), having good employee interactions is a necessary condition for company success. For good production and human happiness, strong employee connections are necessary. Employee relations is usually concerned with preventing and resolving conflicts that may occur or are influenced by the work environment.

Effective staff relations are contingent upon a healthy and safe work environment, the dedication of all workers, employee motivation, and an organizational communication system that is effective. Healthy employee relationships resulted in more efficient, motivated, and productive workers, which resulted in a rise in output. Employee relations, according to Snell and Bohlander (2012), is the body of work concerned with fostering positive employer-employee relationships that contribute to acceptable productivity, motivation, and morale. Additionally, it is focused with avoiding and resolving conflicts between people that occur or are exacerbated by work circumstances.

Progressive punishment, regulatory, and other obligations must be considered in some circumstances while enforcing disciplinary measures and addressing employee complaints. To foster positive employee relations, employers are informed about management's objectives and policies. Additionally, information is given to workers to help them in improving their performance, addressing off-duty misbehavior, and addressing personal problems that impact them at work, thus impeding their productivity.

They are counseled on pertinent laws, legislation, and collective bargaining agreements. Additionally, they are counseled on their grievance and appeal rights, as well as anti-discrimination and whistleblower safeguards. Thus, it may be described as an approach to management theory.

(Elton Mayo) which emphasizes the individual work need for satisfaction relationship with colleagues and their need to participate in decisions that significantly affect their work.

In the study of Hodgetts and Hegar (2007), argues that employee relations also serve as motivation to the employees when there are good relations between employees themselves and the management. It as well facilitates to effective performance of employees which leads to high organization productivity. Poor employee-employer relationship which is brought about by management being reluctant in listening to employees issues or demands results to ineffective performance, mistrust, conflict, strike actions and lockouts and turnover which is a frequent leaving due to dissatisfaction.

This is an essential component in any organization especially in private sector where employee associations, unions and government is involved when there are disputes or conflicts to solve or negotiate for. Human resource management in any organization is basically concerned with the human relations and the main objective of this department is to maintain sound employee relations between employees themselves and the management.

However, productivity on the other hand denotes a measure of output of goods and services relative to the input of human capital, materials and equipment's. Therefore, employee relations can be said to be the cornerstone of effective performance of employees in an organization since the success of an organization depends largely on the quantity and quality of human resource and how they are handled by a manager. Therefore, employee relations have to be put into consideration for the success of the organization.

1.1.1 Profile of I&M bank

I&M Bank was established in 1974 as Investments and Mortgages Limited as a private enterprise offering customized financial services to business owners in the Nairobi region. In 1996, the company transitioned to a commercial bank. The bank expanded its branch network, customer base, and assets under management in 2003 when it purchased Biashara Bank of Kenya Limited. The group's headquarters are located in I&M Bank Towers on Kenyatta Avenue, Nairobi, Kenya with subsidiaries in Kenya, Mauritius, Rwanda, Tanzania and Uganda.

1.2 Statement of the problem

The level of productivity in an organization is determined by a variety of variables. These include human capital, land, raw resources, capital facilities, and different types of mechanical assistance. Additionally, the work force's education and abilities, the degree of technology, the ways of organizing production, and a variety of social, psychological, and cultural variables that influence economic attitudes and behavior are included. Thus human capital being one of the main determinants of high level of productivity, it cannot be supplied with the presence of unhealthy employee relations in the organization.

In recent times, while most of the workers are at work, they don't maximize their output fully because of their strained relationship they have with their fellow colleagues and management. According to the case study by Blyton (2008), revealed that employees do not put up their best performances at workplaces when they have a poor relation with the management, government or even their fellow colleagues. Poor employee-employer relationship results in ineffective performance, mistrust, conflict, strike actions and lockouts. All these actions are taken by employees to display their grievances to the management and reduce the organization productivity drastically.

However, purpose of employee relations concept is to assist the organization to create working relationship among all stakeholders so as to meet the ultimate goal which is the attainment of its objectives and for this to happen, the organization must consider good relations with its employees. The case study of Kubai (2005) indicated that strained industrial relations in I&M Bank led to poor performance of its main core business.

1.3 Objectives

1.3.1 General Objectives of the Study

The study's objective is to ascertain the impact of employee relations on organizational productivity in private sector in Kenya, a case study of I&M Bank.

1.3.2 Specific Objectives

- i. To identify the key indicators of organizational productivity in I&M Bank.
- ii. To find out the challenges faced by the employees of I&M Bank towards productivity.
- iii. To identify ways of enhancing good employee relations in I&M Bank.

1.4 Research Questions

The following questions were used to attain the above objectives;

- i. What are the key indicators of organizational productivity in I&M Bank?
- ii. How the challenges faced by the employees of I&M Bank affects its productivity?
- iii. In what ways can good employee relations be enhanced in I&M Bank?

1.5 Significance of the Study

The research will identify different employee relations methods that I&M Bank should use in order to boost productivity and contribute its fair share to the economic growth of the areas in which it operates and the nation as a whole. Thus, the research will aid in illuminating the management of the different impacts of employer-employee interaction practices in a company.

Additionally, the research will highlight the employee relations techniques that the company may make accessible to its workers. Additionally, it will try to demonstrate the degree of support and motivation provided by the company to its workers in order for them to perform successfully, among other things. The study's primary objective is to provide light on the different employee relations methods and their effect on productivity. Thus, the research will help demonstrate how I&M Bank should treat its workers in order to maximize long-term production.

1.6 Scope of the Study

The scope of the research was limited to I&M Bank at I&M Towers at Kenyatta Avenue in Nairobi, Kenya. The research relied on the organization for vital information as well as information from a secondary source.

1.7 Chapter Summary

The chapter has highlighted the background of the study on the global and local perception on factors influencing inventory control operations in meat processing firms in Kenya. The statement problem that establishes the reason for the study, the research objectives offers the premises on which the whole research project is done. The scope identifies the analysis areas of the study and significance of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review is an assessment of the material contained in the published literature in a particular field of study. The review should include summaries of the relevant literature, as well as an evaluation and clarification of the findings. It should provide a theoretical/conceptual foundation for the study and assist the author in determining the investigation's scope. Irrelevant work should be eliminated, whereas work on the margins should be thoroughly examined. The aim of a literature review is to inform the reader about the body of information and views on a certain subject, as well as its strengths and shortcomings. The literature review must be guided by a central idea, such as the study goal, the issue being discussed, or the researcher's persuasive thesis.

2.2 Theoretical Review

The part deals with some of the definitions of employee relations according to different actions. As cited by Defee, C.C Williams (2010) a good research should be grounded in the theory (Mentzer (2008). This study will be guided by various theories and framework put across and derived from various writers while analyzing the impact of employee relations on organizational productivity.

According to Saleem (1997), the employer-employee relation in the interactions in modern industrial involves a study of state, legal system, workers and employees organization of the institutional levels. This also includes People in situations, organizations, or systems interacting in the performance of jobs in regard to some kind of written or unwritten contract.

Therefore, the objective of good employer-employee relations are as follows; to protect the interests of both labor and management by fostering the greatest degree of mutual understanding and goodwill among all employees and segments of the industry involved in the production process. In here, there exists good working relationship and there is no interference in the process of production hence high productivity is achieved.

Another one is to avoid the industrial conflict or strive and developing harmonious relations which are absolutely for the improving productivity and industrial progress. To raise productivity to higher level, absenteeism and high labour turnover should be reduced. Poor employer-employee relationship led to absenteeism and high labour turnover hence downfall of productivity. Most employees tend to lower morale for work and sometimes declare to leave work for another place where there is a good employer-employee relationship. This leads to lower productivity hence decline in organizations since many resources will be used to hire and train new recruits for replacements.

Thus the importance of good employer-employee relations is to ensure organization achieves higher organization productivity in a long-run. To establish and nurse the growth of a industrial democracy based on our labour partnership in sharing of profits and the management decisions, so that the individual can grow to have full potentials and contribute to industry as well as the country. Healthy relations give the employees an opportunity to maximize their energy in the work they do so as to ensure that they produce high production hence increased organizational productivity level.

The other one is to eliminate the possible strikes and lockouts by providing a reasonable wage, improved working conditions, and settling grievances. When there exists good employer-employee relations this will end any quarrels and misunderstandings between the employer and employees hence there is increased organizational productivity.

To establish government controls over such plants and units which are running at substantial losses and those units producing prohibited goods in the public interest. A sound employer relations ensures that the government is in control of every kind of business taking place in the country. Through this the government ensures that there is no prohibited good which is being produced and this can be enhanced by both the employer and employee.

According to Beardwell and Holden (1996), defined employee relations is a socio-economic exchanges in which suggest that employment relationships has two dimensions. It's an economic exchange in which the employee under an employment contract receives monetary reward for

the work they perform. The employment relationship has a dimension in that under a contract of employment a power relationship exists.

According to Graxam and Bennet (1998), defined employer-employee relation as a subject that covers industrial relations. Employee participation in management decisions, communications plus policies for employees grievances and minimization of conflicts. They came up with the factors that affect employer-employee relations. These factors are as follows; History of industrial relations: to analyze the industrial relations of particular enterprise, first of all, history must be revisited. In the past if harmonious relations between the employer and employee existed, we can term it as 'good history' and if there were militant strikes or lockouts, time and again shutdown in production, we can refer to it as 'bad history'. Good history should be continued and a bad history not to recur. By studying the history personnel, manager can read the pulse of employees as well as management and can take necessary steps to overcome the possibility of strikes and lockouts in future by identifying their causes.

Economic satisfaction of the workers: for maintaining sound employer-employee relations, it is necessary to satisfy the needs of workers in terms of Maslow's motivation theory of hierarchy of needs in order to maintain smooth industrial relations. It's absolutely essential to satisfy the primary needs of workers that is food, shelter and clothing.

Social and psychological satisfaction: the next important thing in the process of building a good industrial relation is identifying the social and psychological urges of workers. It was felt long back that a man doesn't exist by beard alone. Its therefore necessary to develop a supportive climate around social and psychological rewards to employees.

Off the job working conditions: workers are not considered as glorified machine tools, but an employee's skill and efficiency in production depends on the job working conditions such as his family life personal life, relations outside the factory, financial background, economical balance etc. if the off the job working condition is good, the productivity at the factory would be high and industrial relations would be found therein.

Trade cycles: they are one of the least factors affecting industrial relations. During boom and prosperity, industrial relations are good and during recessions there is a decline in employment wages and levels. Recession and desolation would undoubtedly hinder industrial relations.

Nature of industry: in those industries where the percentage of labour cost is high in the total cost, the industrial relations would tend to be poor because organizations cannot grant liberal wages and fringe benefits considering the fact that labour cost is too high. Therefore the nature of the industry also affects the conditions of industrial relations.

According to Saleem (1997), came up with the following causes of poor industrial relations which are;

Uninteresting nature of work: one of the primary reasons of bad industrial relations is a lack of job satisfaction. Employees in the modern day do not work only for the sake of subsisting or earning a livelihood. They place a higher premium on work fulfillment. Employee dissatisfaction with their jobs leads to absenteeism and a high incidence of labor turnover. Due to division of labor and specialization, workers are forced to focus on a single piece of work, which may become repetitive and uninteresting after a while. After a while, an employee may get irritated with such tedious duties, resulting in poor production and inefficiency. This would always result in tense labor relations.

Trade unions are political in nature because their leaders get backing from outside political parties, resulting in the politicization of labor organizations. Political leaders, with rare exceptions, utilize trade union leaders to bolster their political influence at the expense of labor and management. They often mislead trade union leaders into acting in ways that are harmful to the organizations and economy's functioning. To accomplish their political goals, they use trade unions as scapegoats or as a way out. The trade unions are having a tough time breaking free from the vicious loops produced by this strategy.

Instability in the workplace: job security is a significant motivation. Employees who have spent time on a specific job will develop confidence in their ability to execute the task successfully. As a result, resistance to change develops. Workers don't welcome any change in the structure and composition of job, but it may be to increase profitability and profits. Employees resist change

because it may reduce their existing pay, subject them to training, changing existing social relationship, reduce opportunities for growth and development, change in status and reduce satisfaction they derive from the present job.

Low wages: when the wage rate is disappointingly low, employees lack motivation to work and participate in achievement of organizational goals. Additionally, low salaries result in bad labor or organizational relations. Discrimination in pay and benefits instills a sense of inequity in workers' thoughts, which manifests itself in either apathy or resignation at work.

Inadequate organizational climate: Inadequate organizational climate often leads in ineffective labor relations. When members perceive the organizational climate to be unfavorable to them, for example, inadequate lighting and ventilation, insufficient physical facilities, insufficient equipment and tools, job stress, low job satisfaction, low morale, a lack of application or motivation techniques, and an inappropriate leadership title. They lack the willpower necessary to continue producing. Unavoidably, this would result in bad organizational relations. Members seek membership in other organizations and wage war on their own workers.

2.3 Empirical Review

According to Dunlop (2009), the industrial relations are integral aspect of social relations arising out of the employer-employee interaction in modern industries. Industrial relations are a comprehensive set of function, independent competencies involving historical, economic, social, political, legal, psychological, demographical, technological and occupational and other variables and thus call for as multi-disciplinary approach.

He stated that, “Industrial societies must establish industrial relations, which are described as a web of interrelationships between employees, management, and government.” Thus there are three major variables in industrial relations;

Employees and their organizations: the individual characteristic of workers, their cultural and educational achievement, qualifications (academic as well as technical), skills, talents, capabilities, creativeness and attitudes towards organizational objectives are highly emphasized here. Managers and their organizations: here work group, teams, variation in size, composition

and extent of specialization they improve are concentrated. Further, internal communication, formulation and implement the structure of status and authority are thoroughly studied here.

Role of government: most importantly, the role and responsibilities of government agencies, the degree of official intervention, enactment of labour laws, assistance and regulations of working conditions of employees to maintain sound employer-employee relationship hence high performance are studied here.

2.4 Conceptual Framework

A conceptual framework is a dynamic analytical tool with many applications and situations. It is used to distinguish concepts and arrange thoughts. Shields & Rangarajan (2013) define conceptual framework as "the way ideas are structured to accomplish the goal of a research endeavor. "Therefore in this framework the researcher used the three following independent variables to ascertain their effect on the dependent variable.

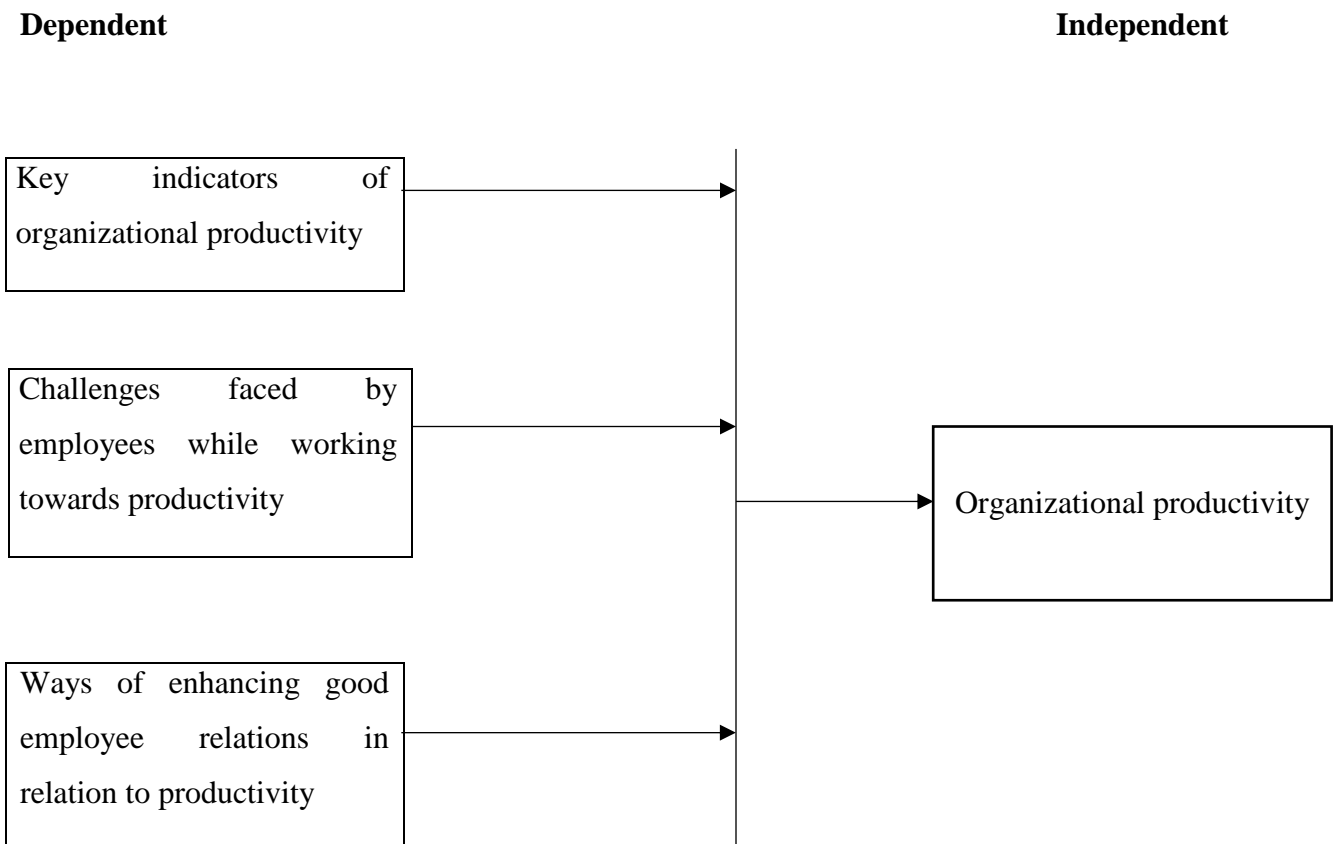


Figure 2.1: Conceptual Framework

2.5 Operationalization of variables

2.5.1 The key indicators of Organizational Productivity

The key performance indicator (KPI) is a business measure that is used to assess variables that are critical to the organization's success (Rouse, 2006). Therefore the key indicators are; high returns, low rate of turnover, high market share, good image, expansion, mergers and ventures, low competition and high sales. However, the realization of these indicators is brought about by their existence of good employee relations amongst employees and employer leading to efficiency in operations and functions between departments and in the entire organization hence high output in the long-run.

2.5.2 The challenges faced by employee at working place

Employees in any organization especially in public sector face a lot of challenges while working towards the goals of the organization. A challenge is a difficulty that bears within an opportunity for development and success (Quinn, 2010). Most of the challenges faced by the employees in the private sector are poor communication of vision and mission, inadequate tools and equipments, unsafe working environment, unclear chain of command, poor communication channels, unhealthy working relationship and long working hours.

It's the result of strained employee relation where by managers fail to communicate vision and mission clearly to the employees leading to the poor alignment of actions to goals due to lack of information thus decreasing the output. Supply of inadequate tools and equipments to employees enable them to perform a per the expectations of the organization leading them to perform below the set standards. Unclear chain of command and poor communication lines lead to poor feedbacks since employees don't know who to report to and whom to get information from. This

results to difficulties in meeting the objectives set and contributes to a decline in productivity. conducive working environment and reasonable working hours contribute to high performance, but poor working environment leads to injuries or deaths which result to incomplete tasks thus lowering productivity. Also long working hours contribute to exhaustion and tiredness of employees making them inactive in their operations hence low performance. Therefore these challenges can be avoided by the organization through the good practices of employee relations thus keep improving productivity.

2.5.3 The ways of enhancing good employee relations in relation to productivity.

The enhancement of good employer-employee relationship entails better internal communication which enables information to be received and feedback sent, clarity of goals, objectives and vision to the employees (Maimbo, 2010). Therefore, managers in the private sector adapt strategies and activities to design improved communication channels between employees and management. They also create ways to boost employees attitudes towards organizations mission and vision to enable them to meet the required set standards. They also strengthen employee relations through decision making participation and making human resources more accessible to employees through modifying department hours to accommodating employee schedules and conversing with workers during routine workplace walkthroughs help put a face on human resources.

Employee relations managers spend a considerable amount of effort to assessing and maintaining job satisfaction. They conduct employee focus groups, seminars, surveys, one-on-one conferences with supervisors and managers, as well as exit interviews, to ascertain the root reason of poor employee morale. The most effective task for employee relations managers is determining what drives employee satisfaction and resolving issues that contribute to workplace dissatisfaction. This is accomplished by instituting complaint procedures that keep employees on their toes, performing as expected, and increasing their productivity.

2.5 Critique

Employee relations can have a great effect on organizational productivity in a diverse wage. The kind of relationship that exists in an organization may pave either a negative or a positive effect on productivity. When employees have a good relationship with their employer, their morale is greatly boosted hence work harder towards attainment of the organizational objectives. The duties to be carried out in order organization to achieve its productivity are clearly stipulated in the Employment Act 226. This Act states that the employer should ensure that the rewards, compensation, wages and salaries are given to employees at the right time for the services rendered to him by the employees.

The employees should as well ensure that they give maximum output to the satisfaction of the employer. Employer and the employee develop a diverse approach to different functions of the management which will either lead to positive or negative achievement in organizational productivity. When there exists a strained relationship between employer and employee, morale to work will be very low and hence there will be no realization of the organizational productivity in the long run.

2.6 Research Gap

Good employee relations has been recognized in many organizations to be a major factor to high organizational productivity. For good relations to being implemented, the following factors ought to be considered by both the employer and the employee. The employer should recognize that employees are part of the team working towards achievement of higher organizational productivity. This motivates them to work hard to ensure that they give maximum output since the employer recognizes the good work that they are doing. The employees on the other hand should be willing to render their services to ensure they have achieved the maximum organizational productivity. This cultivates good relationship between the employer and the employee since the employer will be satisfied with the work and the output given by employees.

A good relationship to be cultivated, the employer should ensure that there is a fair attitude towards readdressing grievances of the employees. When there are problems between the employer and the employees or amongst the employees the employer should listen to the complaints and consider giving fair solutions. This therefore will motivate employees to work towards realization of organizational goals. There should be equity in charge in the sharing of the

gain achieved through increased productivity which will motivate the employer to put more effort in the work he or she is doing so as to meet higher organizational productivity which in turn will lead to maintaining a good relation.

Fair wages and salaries, working conditions that are equivalent to work done by employees should be given so as to motivate them to work harder in the achievement of the organizational goals. The employer should consider installing adequate communication channels, between the employer and the employees or amongst the employees where matters pertaining work can be addressed hence keep sound relationship in the organization. The employer should also ensure that he establishes an atmosphere of participation joint committees and consultations. This is whereby the employer involves the employees in decision making process so that in case of any repercussions, the employees will be part of it since they participated and no one can blame the other in the long-run. This leads to stable relationship between the employer and the employees in the organization hence increased productivity.

2.7 Summary

This chapter focused on literature from other scholars concerning the impact of employee relations on organizational productivity. I derived conceptual framework which identifies independent variable such as; key indicators of organizational productivity, challenges faced by employees while working towards productivity and ways of enhancing good employee relations in relation to productivity and the dependent variable which is organizational productivity.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section discusses the study design, target population, sample size and sampling method, validity and reliability of data collecting equipment, data gathering processes, and data presentation and strategies. This research will rely on two sources of data. These are both main and secondary data sources.

Primary data is information that is gathered directly by the researcher from his observations and experiences. For instance, if the researcher runs a survey to collect data, this is considered primary data. This will include official surveys, such as those conducted via the use of structured questionnaires, observation, and in-depth interviews.

Secondary sources of data include those compiled by scholars and published in books, papers, and other publications. This information will be gleaned from human resource periodicals and textbooks available at the MUA library. Additionally, search engines on the computer, such as Google, will be utilized.

3.2 Research Design

A research design is a comprehensive description of how an inquiry will be conducted. Cooper (2011) defines a research design as the blueprint for data collection, measurement, and analysis.

Therefore for us to be sure of obtaining valid, accurate, reliable and appropriate information from the study, we use descriptive research to describe the information obtained from different sources in order to allow relevant conclusions and recommendations on the study area.

The descriptive survey research design will be used for this investigation. A descriptive survey, according to Mugenda and Mugenda (2003), is an effort to gather data from members of a population in order to identify the present state of a population in relation to one or more factors. The design investigates the factors determining the impact of employee relations of organizational productivity in the private sector at the I&M Bank. The questionnaire is administered in the method that provided the best unbiased information from the respondents.

3.3 Target Population

A population is a full collection of people, instances of goals, and observable qualities that share certain features (Lawson, 2012). These are the people who will be examined (mugenda and mugenda, 1999). Therefore, the study focused on employees of I&M Bank which is located at I&M towers, Kenyatta Avenue in Nairobi, Kenya and the targeted population for the study will be the management and the supporting staff.

Table 3.3: Estimation of target population

MANAGEMENT LEVEL	TARGET POPULATION
Managing Director	1
General Manager and Officers	36
Subordinates	40
TOTAL	77

This totals to 77 employees as the population target of the study.

3.4 Sample Size

A sample size is the number of units chosen from the collected data in order to represent the whole population (Shapiro, 2008). Members of the population are chosen in a non-random way in non-probability sampling. Roth (2005) defines non-probability sampling as follows:

convenience sampling, in which a sample is chosen for its convenience and is often employed during early research efforts to get a rough approximation of the findings without spending the expense or time needed to choose a random sample.

The researcher chooses the sample based on his or her judgment and must be satisfied that the sample selected is genuinely representative of the whole population. Therefore, the researcher used non-probability sampling to select the sample size which was easier to obtain valid, accurate and reliable information required. The table below shows the sample size.

SELECTION OF SAMPLE SIZE

MANAGEMENT LEVEL	POPULATION TARGET	SAMPLE SIZE
Managing director	1	1
General managers and officers	36	15
Subordinates	40	12
TOTAL	77	28

3.5 Instruments

As advanced by Warwick (1975), methods chosen from data collection should provide high accuracy and convenience of obtaining data from the respondents. An instrument is the tool that the researcher will use to collect the data from the I&M Bank. The data to be collected will entirely depend upon the questions to be asked by the respondents in the case of I&M Bank. The main tool that was used to obtain data was questionnaire which consisted of a series and other prompts for the purpose of gathering information from respondents.

Related questions should be grouped together. The questionnaire will be administered in the following ways; interview administered where the respondents will be given the questionnaires to fill and bring back the filled questionnaire, telephone interviewing where telephone as a medium of communication will be used for interviewing the respondent.

3.5.1 Data collection and procedures

The questionnaires will be utilized to gather written data from literature responders and those who are capable of properly answering questions (Mugenda and Mugenda, 1999). There are various methods of data collection and they include; interviews, questionnaires and observation.

3.5.2 Questionnaire method

A questionnaire is a collection of questions to which interviewee is expected to respond on the research subject in line with the set of questions in order to enable the researcher to obtain relevant information pertaining the research questions. For effectiveness of this study, the researcher used questionnaire method in the process of data collection to ensure gathering of accurate and more reliable data or information required for the study.

The researcher will draft a set of questions which will be given to different individuals in all levels of management in the organization. The respondents are expected to answer the questions and give information pertaining employer-employee relations and their effect on organizational productivity.

This method has the following advantages; its easy to obtain appropriate information from the individuals who were not in the core of operations and secondly its cheaper as the author doesn't have to travel to and from the organization many trips but only distributed the questionnaires and got the feedback within a short time.

However, this method has limitations such as; misunderstanding of some questions by the respondents thus give irrelevant answers thus unsound results are obtained and also some questionnaires were not returned thus making it hard to obtain the required information and also there is a difficulty in trying to read and comprehend some statements thus gave incomplete questionnaires.

According to Mugenda and Mugenda (1999) a schedule of interviews is a list of questions that the interviewer will ask during the interview. To complement the surveys, open ended interviews were conducted. The interview schedule includes in-person sessions with the interviewers. They were used to gather data from members.

3.6 Pilot Test

A pilot study is a small-scale preliminary examination conducted under real-world operational conditions, in which a few examiners administer the test and remark on its mechanics. They point out any problems with test instructions and if the instructions are clear (Kothari, 2004). The researcher will conduct pilot study whereby inappropriate questionnaires were instruments. The researcher did pilot test of questionnaires to the individuals whom he thought would give relevant information.

According to Leeusind Ormrod (2009), a pilot study is an excellent way to determine the feasibility of the study. According to Mugenda and Mugenda (2014), 10% of the target population should constitute the pilot test which should not be included in the final study. Piloting of research instruments means administering the instrument to a small representative sample identical to but not including the group that is going to survey.

3.7 Data processing and analysis

Data analysis is the process of changing data in order to extract valuable information and facilitate conclusion-making, or in other words, a method for condensing and arranging data in order to produce results that need interpretation by the research (Burns and Glove, 2010). This involves the process of inspecting, cleaning, transforming and modeling data with the aim of discovering required/ useful information in suggesting conclusions and supporting decision making. This ensures the conversation of raw information collected is classified and tabulated. Then it will be done after ensuring the data is carefully checked for completeness and consistency. Analysis and interpretation of findings will follow thereafter. The analysis will be based on all the questionnaires administered and completed using descriptive techniques and presented in simple bar graphs, charts and tables.

CHAPTER FOUR

RESULTS AND FINDINGS

4.0 Introduction

This chapter presents the results and findings of the study organized according to the research questions being answered starting with demographic information. The purpose of this research study was to determine the factors that affect employee productivity at Equatorial Nut Processors Ltd. The study sought to find out how the working environment and the institutional factors around Equatorial Nut Processors Ltd affect employee productivity and also the employee personal characteristics affecting their productivity at work.

4.1 Response Rate and General Information

4.1.1 Response Rate

In the study, a sample of 60 respondents was identified and questionnaires distributed to obtain information for the purposes of realizing the study objectives. In total, there was 83 percent response rate implying that eighty three percent of the respondents responded to the research instrument while the remaining seventeen did not. This response rate was above the recommended threshold.

4.1.2 Background Information

In this section, the respondents were required to provide their biographical information with regard to their level of academic qualification, period they had been employed at Equatorial Nut Processors Ltd, department and position in the company, gender, marital status and their age.

4.1.2.1 Age

The respondents were requested to indicate their age. According to the findings as indicated in Figure 4.1, 32% of the respondents indicated that they were aged between 18 and 25 years,32%

indicated were aged between 26 and 33 years, 26% were aged between 34 and 41 years

in age, 10% were aged between 42 and 49 years. This clearly indicate that the majority of the respondents were younger, aged below 33 years.

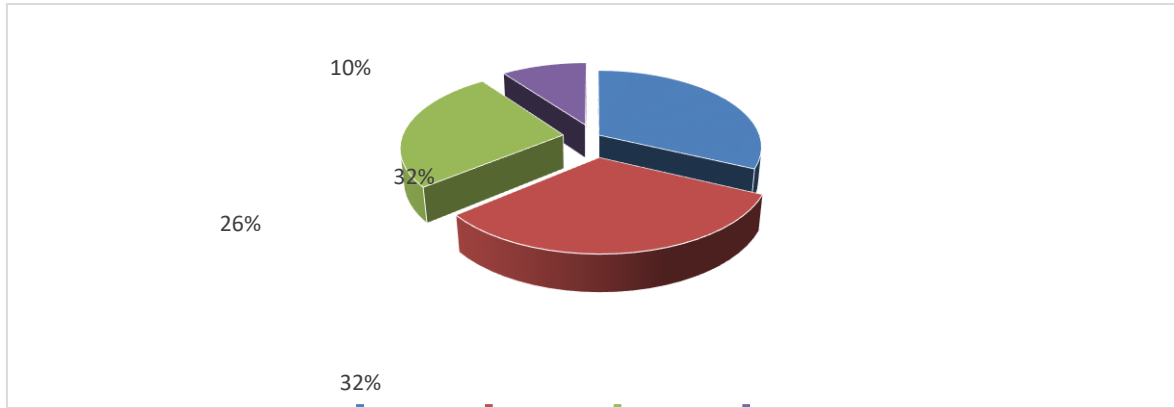


Figure 4. 1 Response by Age

4.1.2.2 Respondents Gender

The respondents were also asked to indicate their gender. As indicated in figure 4.2, 58% of the respondents were female, while 42% were male. This shows that most of the respondents were female.

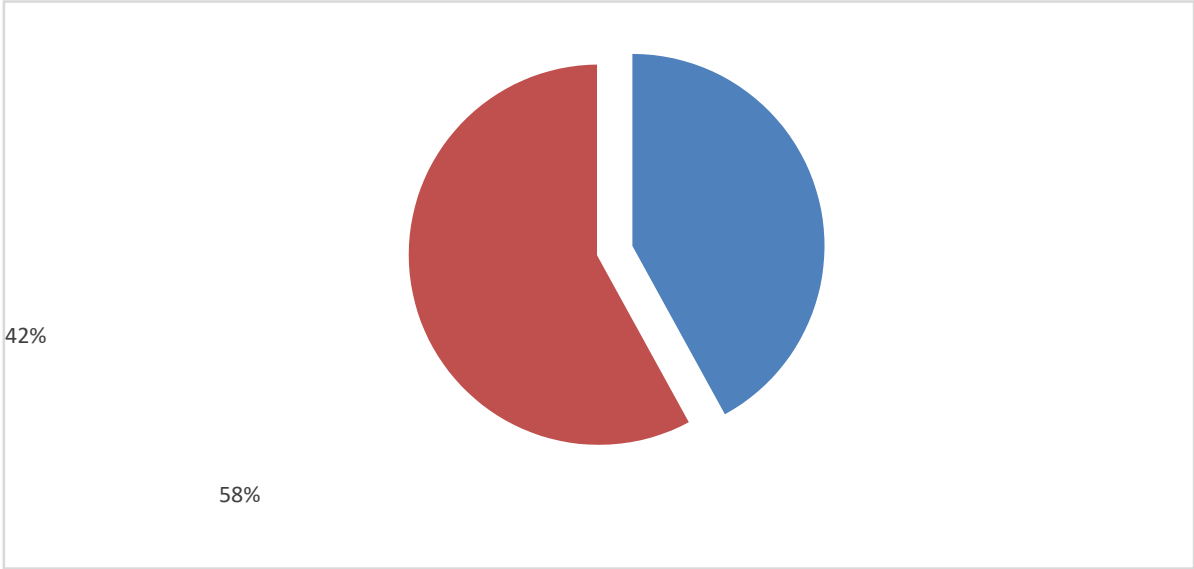


Figure 4. 2 Respondent Gender

4.1.2.3 Level of Education

The respondents were further requested to indicate their highest level of education. According to the findings in figure 4.3, 28% of the respondents indicated that they had diplomas qualifications, 22% indicated that they had first degree qualifications, 4% indicated that they had master's degrees, 44% indicated that they had certificate qualifications and those with primary school qualification were 2%. This shows the majority of employees in ENP have an academic qualification of certificate level.

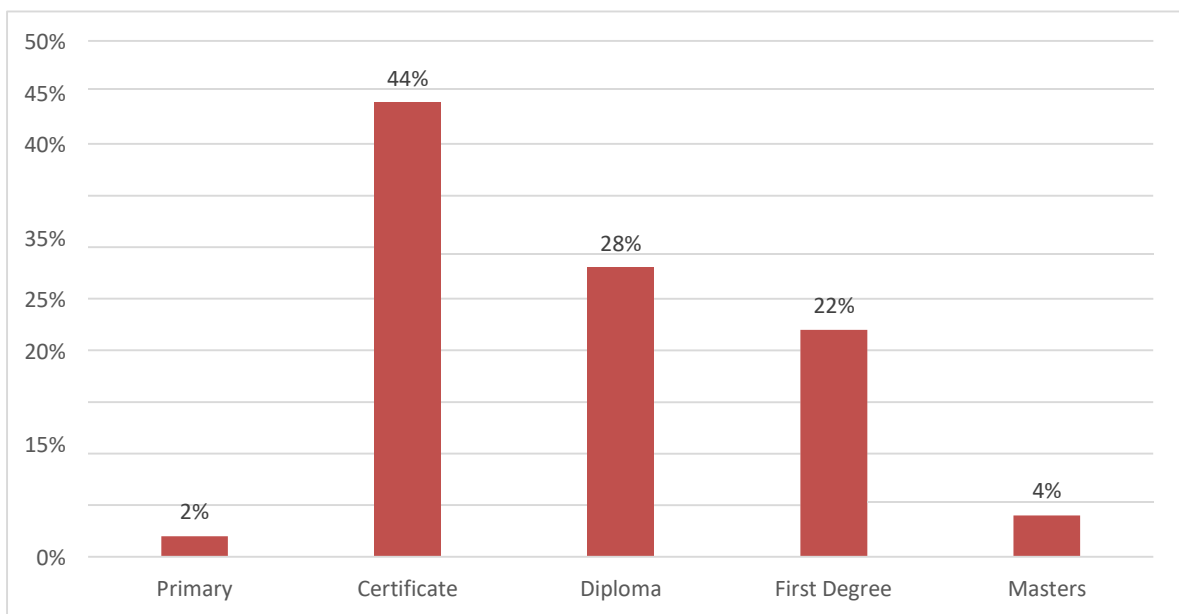


Figure 4.3 Level of Education

4.1.2.4 Department

The respondents were further requested to indicate their department in the company. From the findings, as displayed in figure 4.4, the production department had 42% of the respondents, 20% were working in finance department, 14% were working in the quality control department, 4% were working in the information technology department, and 20% indicated that they were working in the Sales & Marketing Department at the local sales Office. From these findings we can deduce that most of the respondents in this study were working in the production department.

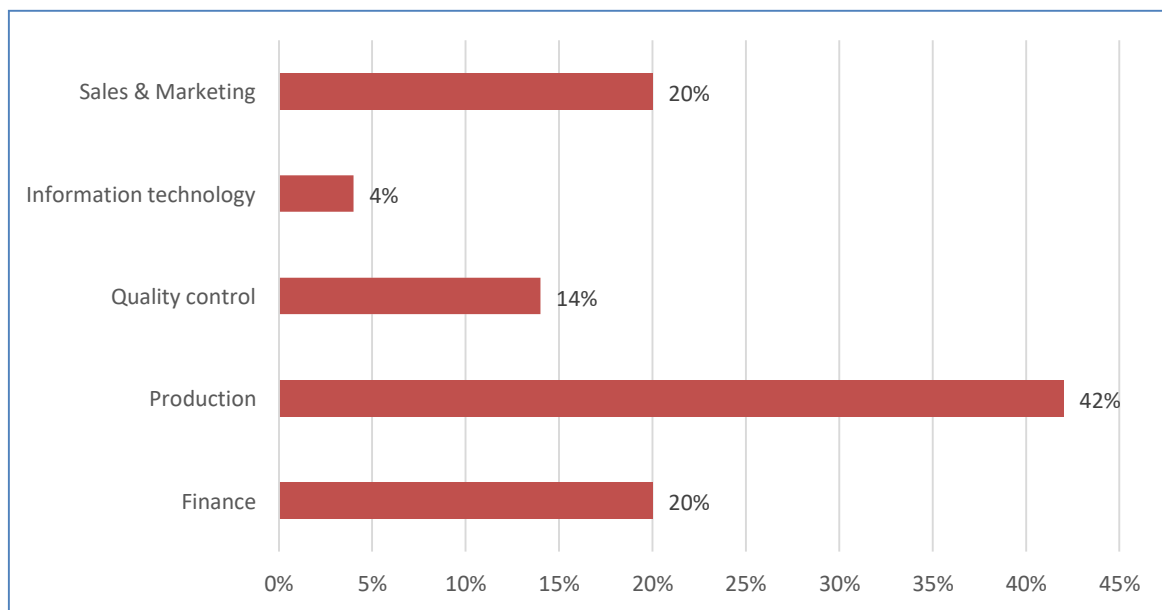


Figure 4. 4 Department

4.1.2.5 Years Worked at ENP

The respondents were requested to indicate the number of years they had been working for Equatorial Nut Processing. According to the findings indicated in figure 4.5, 34% of the respondents indicated that they had been working for ENP for between 1 and 5 years, 26% indicated working for between 5 and 10 years, 22% indicated for working less than 1 year in ENP, 14% indicated working for between 11 and 15 years while only 4% have been working

for ENP for between 16 and 20 years and there was no employee who had worked over 20

years in ENP. This shows that most of the respondents had been working for ENP for between 1 to 5 years.

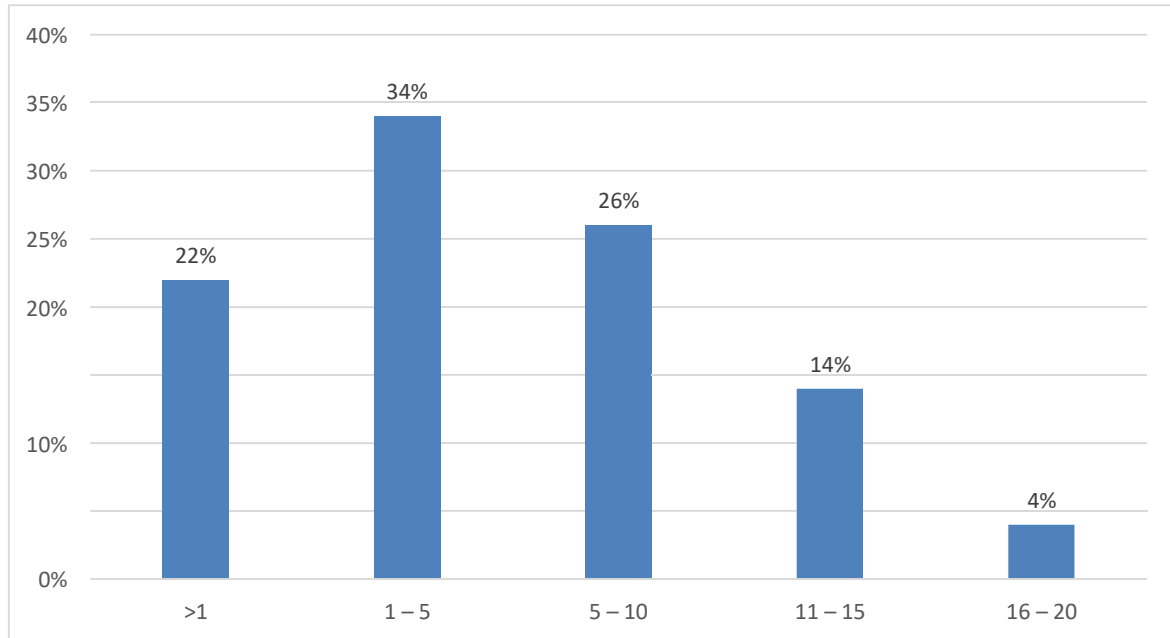


Figure 4. 5 Years Worked in the Organization

4.1.2.6 Cross-tabulation between Age of Respondents and the Level of Education

Table 4.1 provides a summary of the linkage between age and the respondents’ level of education. From the table, employee aged between 18 – 25 years, 50% had first degree, 37.5% had secondary school certificate while only 12.5% had college diplomas. There were no employees with either primary level of education or master’s degree. In the age of 26 – 33 years, 37.5% had college diplomas, and also 37.5% had K.C.S.E certificate, 18.8% had first degree while 6.3% had master’s degree. There was no primary qualification in this category.

In the age of 34 – 41 years, 61.5% had primary certificate, 23.1% had diploma while both masters and primary qualification were at 7.7% each. There was no first degree in this category. In the age of 42 – 49 years, all the respondents 60% and 40% had acquired diploma

and certificate level of education, respectively. It can thus be concluded that youthful employees seem to have acquired slightly higher level of education compared to others.

Table 4. 1 Age and Level of Education

		Level of Education					Total
		Primary	Certificate	Diploma	First Degree	Masters	
AGE	18-25yrs		37.5%	12.5%	50.0%		100.0%
	26-33yrs		37.5%	37.5%	18.8%	6.3%	100.0%
	34-41yrs	7.7%	61.5%	23.1%		7.7%	100.0%
	42-49yrs		40.0%	60.0%			100.0%
Total		2.0%	44.0%	28.0%	22.0%	4.0%	100.0%

Source: Survey Data (2016)

4.1.2.7 Cross-tabulation between department and the Level of Academic Qualification

Table 4.2 depicts the cross-tabulation of the department and the level of academic qualification of the employees in ENP. The table shows that majority of the employees in the finance department estimated at 60% had a bachelor’s degree while 30% and 10% had diploma and secondary level of education, respectively. In the production department 76.2% had secondary school certificate, 19% diploma while the remaining 4.8% had primary level of education. In the quality control department, 57.1% of employees were secondary school leavers followed by 28.6% with bachelor’s degree while the remaining 14.3% had diploma. Information technology department had only first degree and masters qualification both at 50% each, with no other qualifications. Sales& Marketing department had 60% of itsemployee with diplomas qualification, 20% were with first degree qualification while primary school qualification and masters were each having 10%. The findings reveal that majority of the employees in the company had secondary level of education with production department having the highest number of employees with degree qualification.

Table 4. 2 Department and Level of Education

		Level of Education					Total
		Primary	Certificate	Diploma	First Degree	Masters	
Department	Finance		10.0%	30.0%	60.0%		100.0%
	Production	4.8%	76.2%	19.0%			100.0%
	Quality control		57.1%	14.3%	28.6%		100.0%
	Information technology				50.0%	50.0%	100.0%
	Sales & Marketing		10.0%	60.0%	20.0%	10.0%	100.0%
Total		2.0%	44.0%	28.0%	22.0%	4.0%	100.0%

Source: Survey Data (2016)

4.1.3 Institutional Factors and Employee Productivity

This section provides respondents response in terms of their perception regarding institutional factors and how they affect productivity. The section starts by providing information regarding general productivity followed by performance targets, appraisal among others.

4.1.3.1 Organization’s General Level of Productivity

The respondents were asked to indicate their level of perception regarding performance as affected by the general level of performance of the company. Table 4.3 shows that 44% of the employees rated their performance high in relation to the general level of production of the company while 36% rated their performance as very high, with the remaining 20% rating their performance as average. As shown, it is clear that there was no negative influence on employee performance by the general level of productivity hence this clearly depicts that the general level of productivity of ENP helps the employee to perform well. It can therefore be inferred that the general level of production of the company positively inspire employee performance.

Table 4. 3 General Level of Productivity Influence on Employee Performance Level

Level	Frequency	Percent
Average	12	20.0
High	27	44.0
Very high	21	36.0
Total	60	100.0

Source: Survey Data (2016)

4.1.3.2 Always Meeting Performance Targets

Employees were asked to rate their performance in terms of achieving the performance target. As shown in figure 4.6; 48% of the employees rated their performance high, 28% rated their performance very high while 24% indicated they give an average performance. There was no negative performance for this case. Therefore from the findings it can be said employees’ productivity is positively impacted by achieving the performance target of the company.

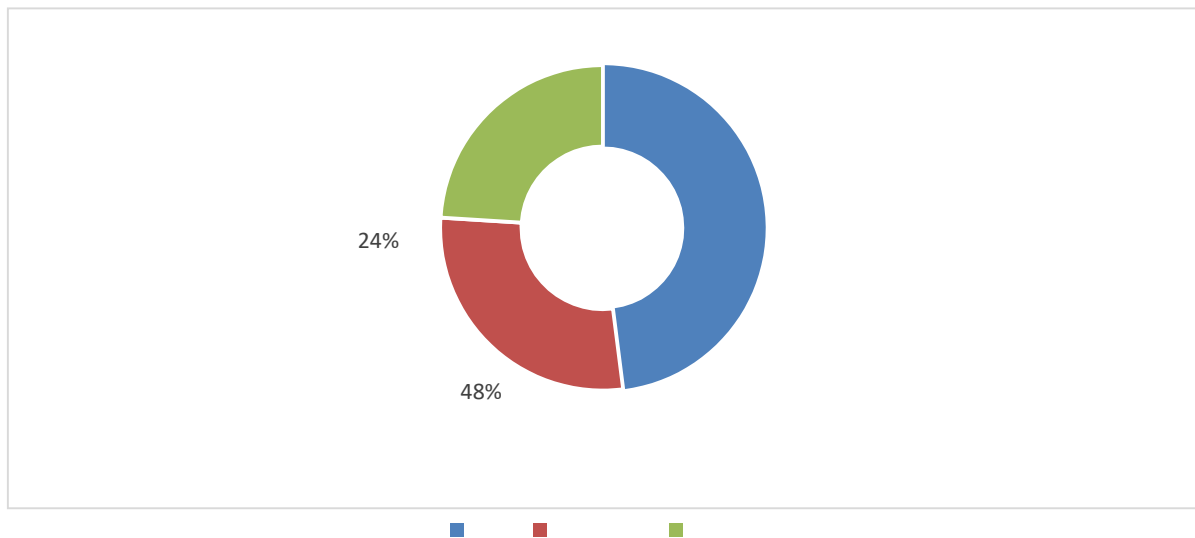


Figure 4. 6 Meeting Performance Targets

4.1.3.3 Performance Appraisal

Employees were requested to rate their performance as affected by performance appraisal. Table 4.4 provides the summary of the findings. The findings shows 46% of the employee with a high performance level, 33% were performing averagely and 14% were performing

very high while there was a small number in the negative side with 7% of the employee performance being low. It can be concluded that performance appraisal helped employees perform at a high level.

Table 4. 4Performance Appraisal

Level	Frequency	Percent
Low	4	7
Average	32	33
High	43	46
Very high	13	14
Total	60	100

Source: Survey Data (2016)

4.1.3.4 Innovation and Problem Solving Capabilities

Employees were asked to rate their performance as affected by innovations and problem solving capabilities. As shown in figure 4.7; 48% reported their performance to be high, 28% very high, 20% average while 2% low and 2% did not respond to this. This clearly shows that innovation and problem solving capabilities drive employees to perform high to very high level.

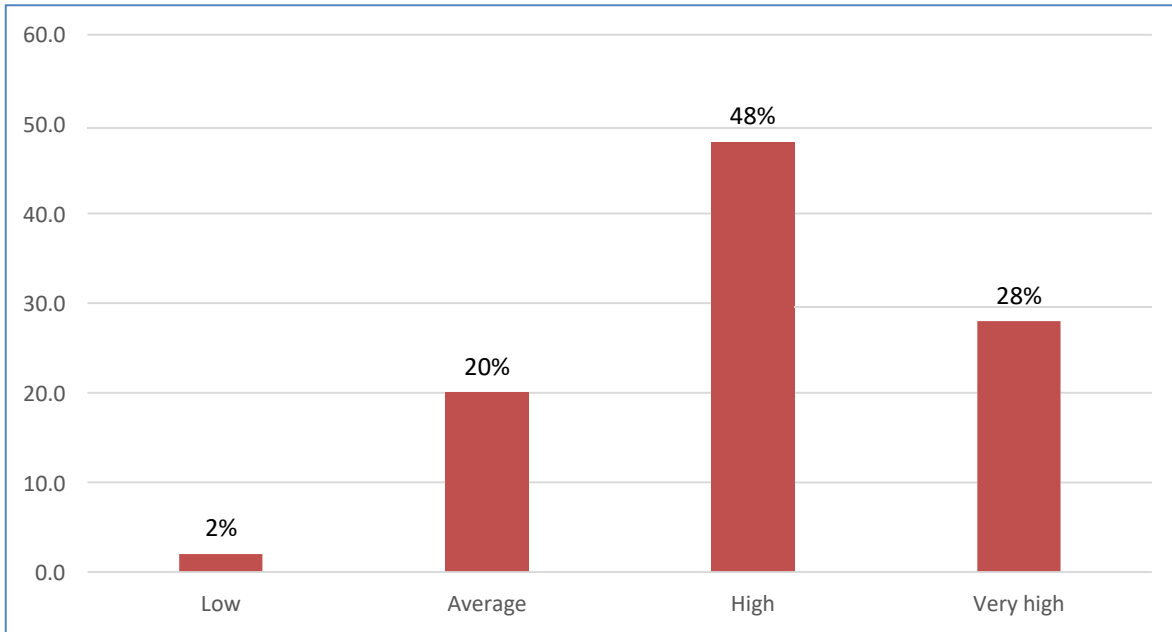


Figure 4. 7 Innovations and Problem Solving Capabilities

4.1.3.5 Commitment by Employees

Employees were asked to rate their performance on the level of commitment at work. As shown in figure 4.8, there was a high level performance of employee with, 54% indicating a very high performance level, 30% indicating high level of performance and a slight percentage of 14% indicating an average performance. There was missing case; the employee did not indicate any level in the scale. Hence it was concluded that high work commitment level greatly enhances the employee performance.

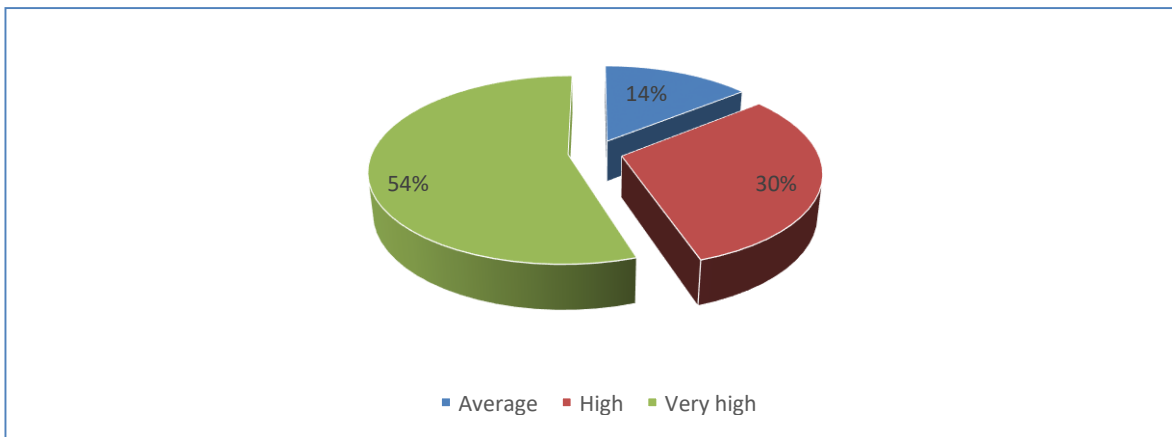


Figure 4. 8 Work Commitment Level

4.1.3.6 Teamwork and Training of Colleagues

The respondent were further asked to indicate their level of performance as affected by teamwork and training of colleagues. As shown in figure 4.9, 46% indicated their level to be very high, 28% indicated their level to be high, and 24% indicated their level to be average while a small percentage of 2% indicated their level to be very low. It can therefore be concluded that teamwork and training of colleague at work increases the productivity of employee.

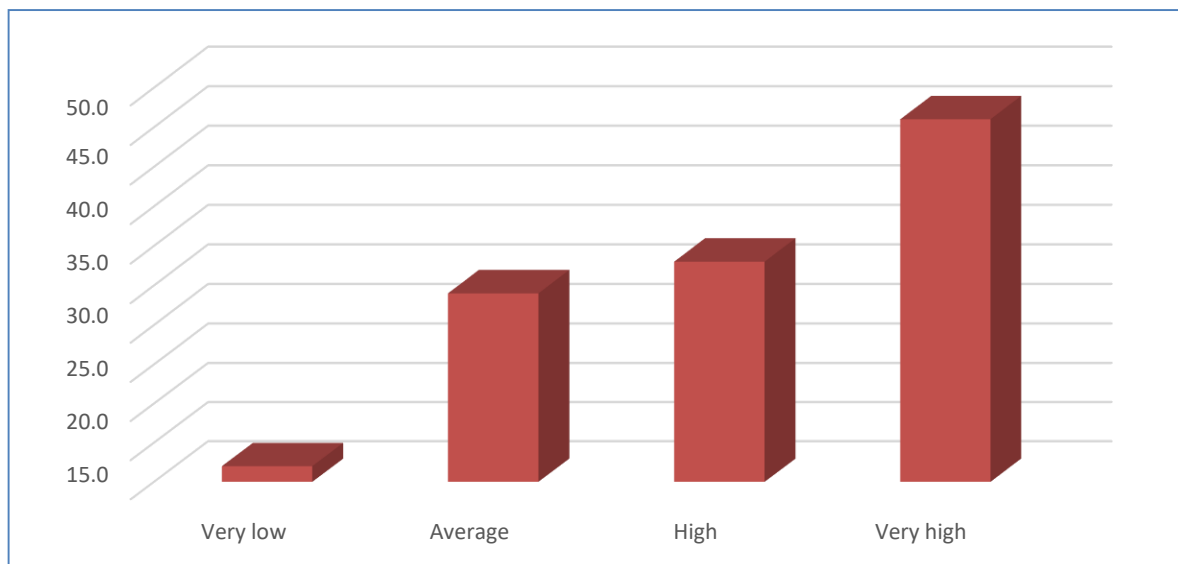


Figure 4. 9 Teamwork and Training of Colleagues

4.1.3.7 Making personal sacrifices to further organizational goals

The respondents were also asked to rate their level of performance in relation to personal sacrifices they make to further organizational goals, the summary of the finding is as shown in table 4.5, where 54% reported a very high level of performance, 32% reported a high performance level, 8% reported an average level and 6% reported low performance level. It thus can be said personal sacrifices to further organizational goals affects the productivity of employee to very high performance.

Table 4. 5 Making Personal Sacrifices to Further Organizational Goals

Level	Frequency	Percent
Low	4	6.0
Average	5	8.0
High	19	32.0
Very high	32	54.0
Total	60	100.0

Source: Survey Data (2016)

4.1.3.8 Employee Motivation

The respondent were requested to rate their performance level in relation to the support by their supervisor. As indicated in figure 4.10, 36% of the respondents rated their performance high, 26% rated their performance average, 16% rated their performance very low, and 14% rated their performance low while 8% rated their performance at very high. This shows that employee motivation is quite significant in their productivity; they perform highly if they are motivated.

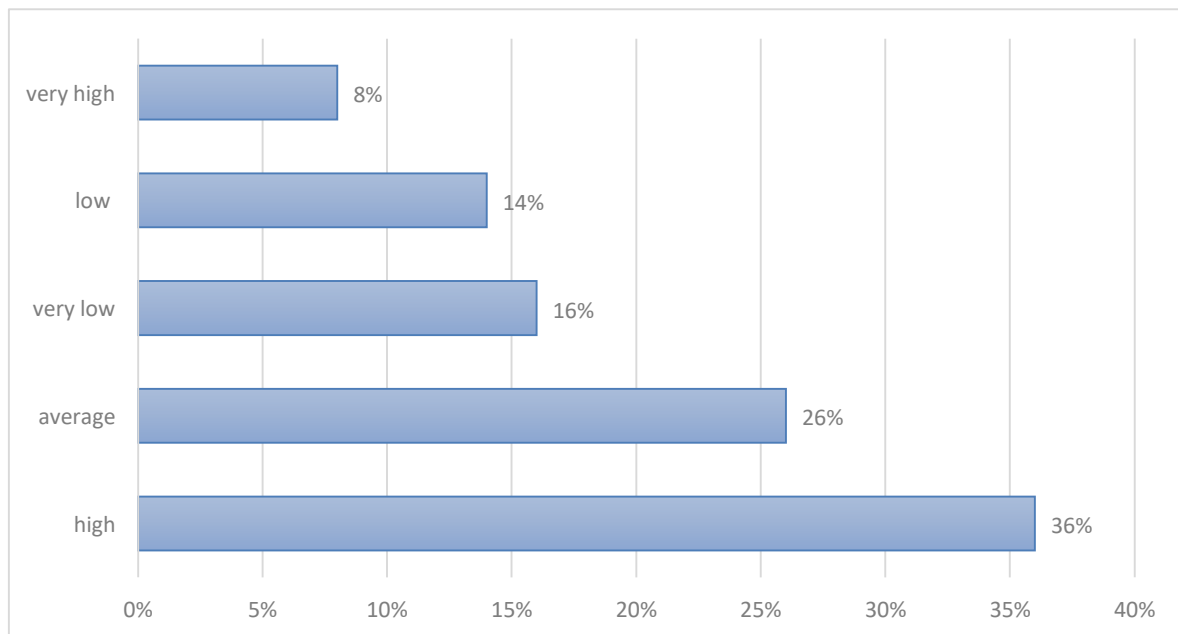


Table 4. 6 employee Motivation

4.1.3.9 Correlation of Institutional Factors and Employee Productivity

A correlation analysis was conducted to determine the significance of the various institutional factors that affected the productivity level of employee at work. The results as displayed in table 4.6, shows that that there was a significance relationship between meeting of the performance target and employee productivity (R=.368, P value=0.009). Similarly, there was significant relationship between Performance Appraisal and the productivity level of employees (R=.303, P value=0.34). The findings show a significant relationship between innovation and problem solving capabilities and the employee productivity. The results shows that the relationship between work commitment level and employee productivity was significant (R=.409, P value=.004). The results show a significant relationship between teamwork and training of colleagues and the productivity of employee. There was a significant relationship between employee making personal sacrifices to further organizational goals and their productivity in the organization. There was also a significant relationship between employee motivation and their productivity (R=.057, P value=.694).

Table 4. 6: Correlation of Institutional Factors and Employee Productivity

Institutional Factors	Correlation
Always meeting performance targets	.368** .009
Performance Appraisal	.303* .034
Innovation and problem solving capabilities	.318* .026
High work commitment level	.409** .004
Teamwork and training of colleagues	.347* .014
Making personal sacrifices to further organizational goals	.235 .101
Employee Motivation	.057 .694

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

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

4.1.4 Environmental Factors and Employee Productivity

This section provides respondent rating results on their productivity level as it is affected by environmental factors in their work place. The respondent were required to rate their performance at a scale of low extent, low, average, high, and great extent.

4.1.4.1 Satisfaction with the Working Environment

Respondents were asked to rate their performance in relation to their satisfaction with the working environment provided in EPN. From figure 4.11, the performance of 52% respondents were average, 38% was on a high level, 4% was on a great extent, while 6% was on a low level. It therefore can be said that satisfactory working environment will help employees to perform highly.

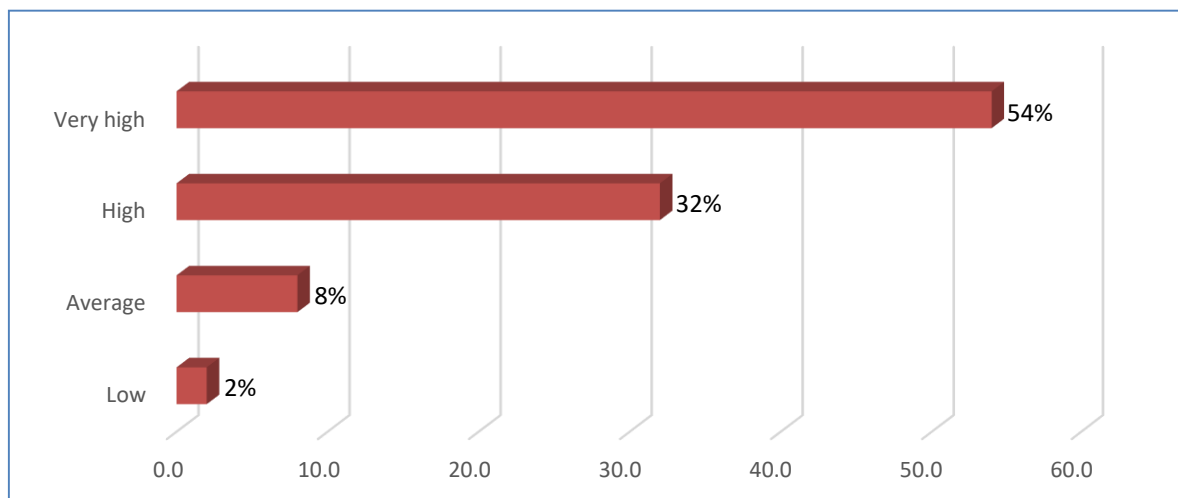


Figure 4.11: Satisfaction with the Working Environment

4.1.4.2 Satisfaction with the pay and rewards provided

The respondents were further asked how was their performance level in relation to their satisfaction with the pay and rewards provided in EPN. As depicted in table 4.7; 50% of the responded performed averagely, 24% performed great extent, 18% performed on a high level, 6% performed on a very low level while 2% performed on a low level. It can therefore be concluded that satisfaction with the pay and rewards accorded to employee make them perform on an average to high level.

Table 4. 7: Level of Employee Satisfaction with the Pay and Rewards

Level	Frequency	Percent
Very Low	4	6
Low	1	2
Average	30	50
High	11	18
Great Extent	14	24
Total	60	100

Source: Survey Data (2016)

4.1.4.3 Training and Career Development Opportunities

The respondents were also asked how their performance level was, in relation to training and career development opportunities available in EPN. As shown in figure 4.12; 36% rated their performance averagely, 34% rated their performance high, 16% rated their performance low, and 6% rated their performance to a great extent level while 4% rated their performance to a low extent level and 4% had no idea of what to indicate. It can therefore be said that training and career development opportunities will drive employee performance to an average and high levels.

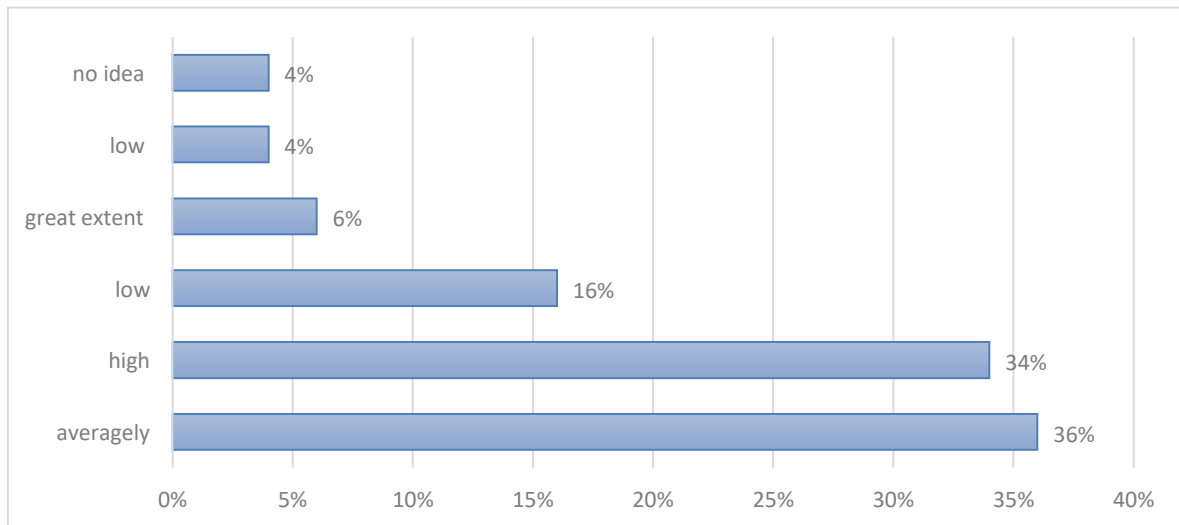


Figure 4.12: Training and Career development opportunities

4.1.4.4 Organizational Transparency

Respondents were further asked how was their performance level in relation to their satisfaction with transparency at EPN Ltd. As indicated in figure 4.13, 42% rated their performance at an average level, 34% rated their performance at a high level, and 16% rated their performance at a low level while 4% rated their performance at a great extent level. This clearly shows that transparency in the organization will lead to an average to high productivity of employee.

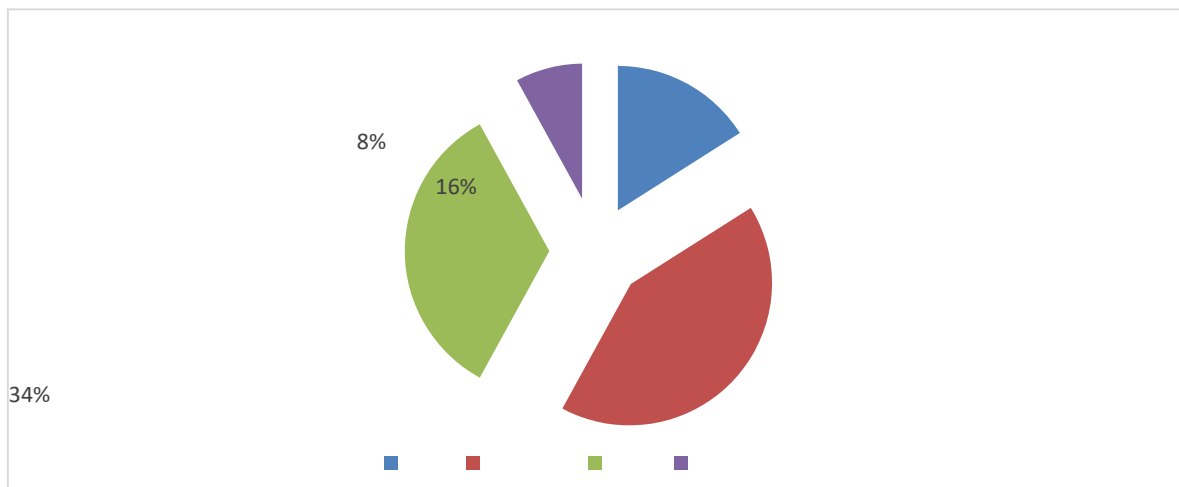


Figure 4.13: Transparency in the Organization

4.1.4.5 Compatibility with the Organizational Culture

The employee were asked to rate their performance as affected by their compatibility with the culture of the organization in ENP. As shown in figure 4.14; 52% of the respondents were performing averagely, 32% were performing highly, 8% were performing to a great extent, and 2% were performing lowly while 4% had no idea in this case. Therefore it can be concluded that employee compatibility with organizational culture will lead them to perform at an average level to some high extent level.

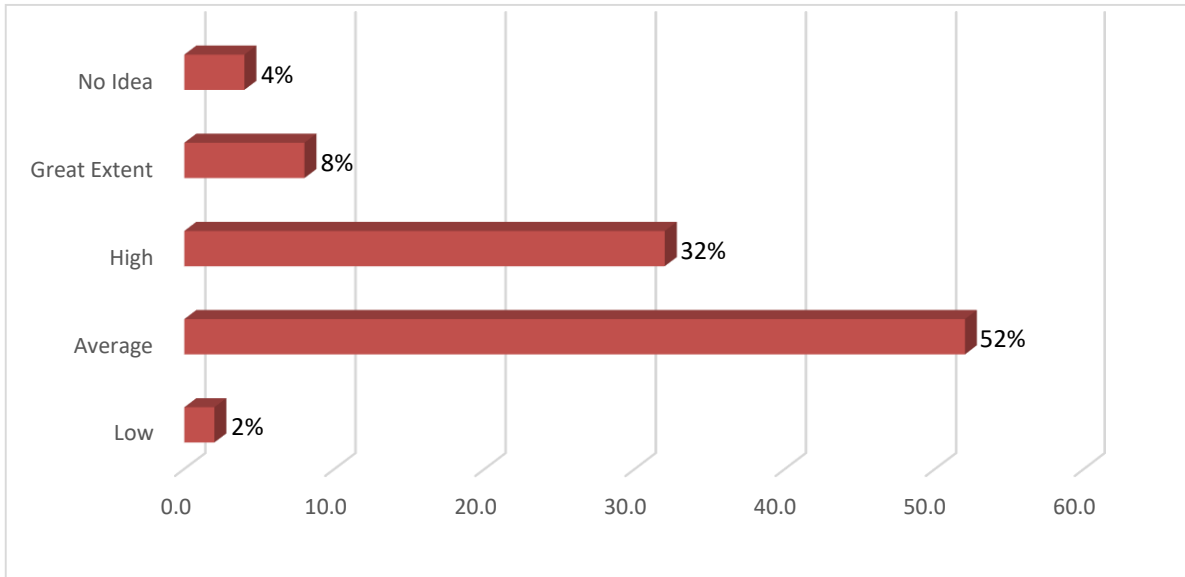


Figure 4.14 : Compatibility with Organization Culture

4.1.4.6 Promotion

The respondents were requested to indicate their level of productivity at work as affected by company promotions of employee. As shown in the figure 4.15, 30% of the respondent indicated an average performance, 22% indicated a high performance, 20% indicated a low performance, and 8% indicated a low, with also another 8% indicating a performance of great extent. Hence it can be said employee performance was average as s affected by promotion.

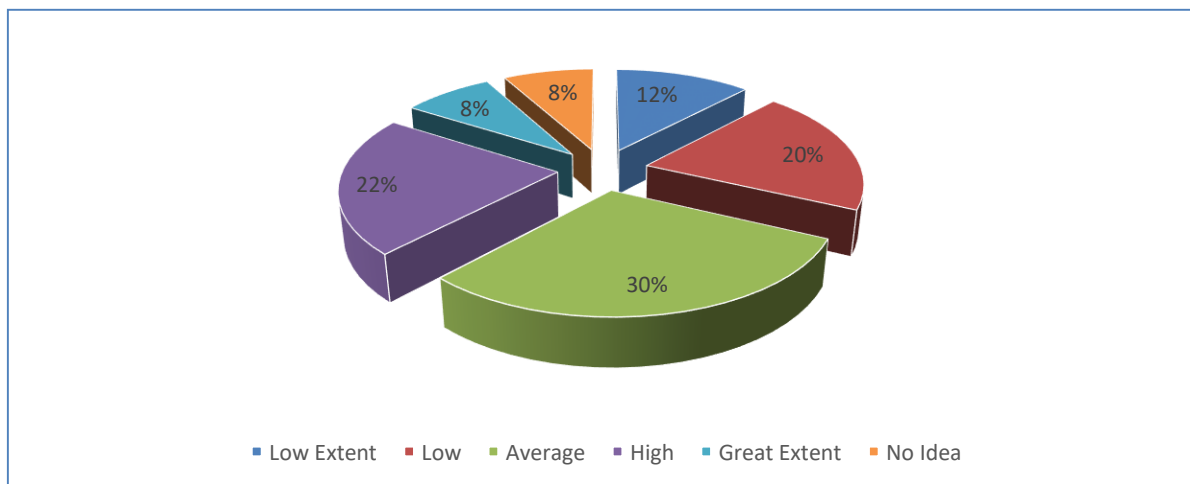


Figure 4.15 : Promotion

4.1.4.7 Organization Structure

The respondents were further asked of their performance level at work as affected by ENP organization structure. As indicated in figure 4.16, high performance level had a 48%, average performance level had a 28%, performance to a great extent had a 10%, and low performance had a 6% and 4% for a very low performance while there was a 2% of respondent with no idea. Therefore it can be said organizational structure leads to high performance level by employee.

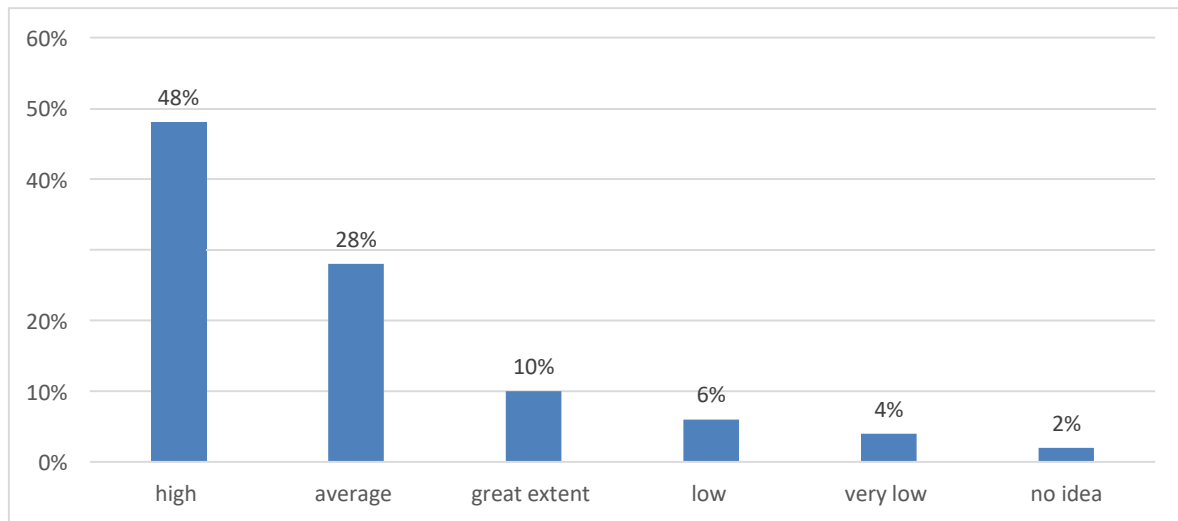


Figure 4.16: Organization Structure

4.1.4.8 Support by the Supervisor

Employees were asked to rate their performance level in relation to the support by their supervisor. As shown in the figure 4.17, 62% of the employees rated their performance at a high level, 20% of them rated their performance at a great extent level, 16% rated their performance at an average level while only a small percentage of 2% rated their performance at low level. It is therefore conclusive to say support employee get from their supervisor make them perform high in the organization.

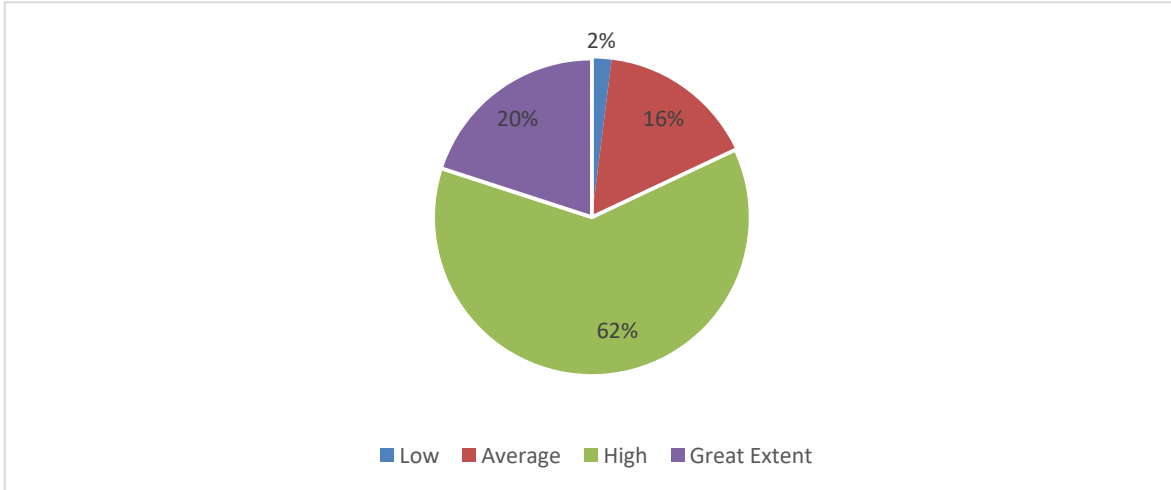


Figure 4.17 : Support by the supervisor

4.1.4.9 Availability of Working Infrastructure

Further, respondent were asked to indicate their performance level in relation to availability of working infrastructure. As shown in figure 4.18; 46% of the respondent performed averagely, 36% performed highly, 8% performed at a great extent and 4% performed lowly while 6% of the respondent had no idea. Therefore it can be said working infrastructure will make employee perform averagely.

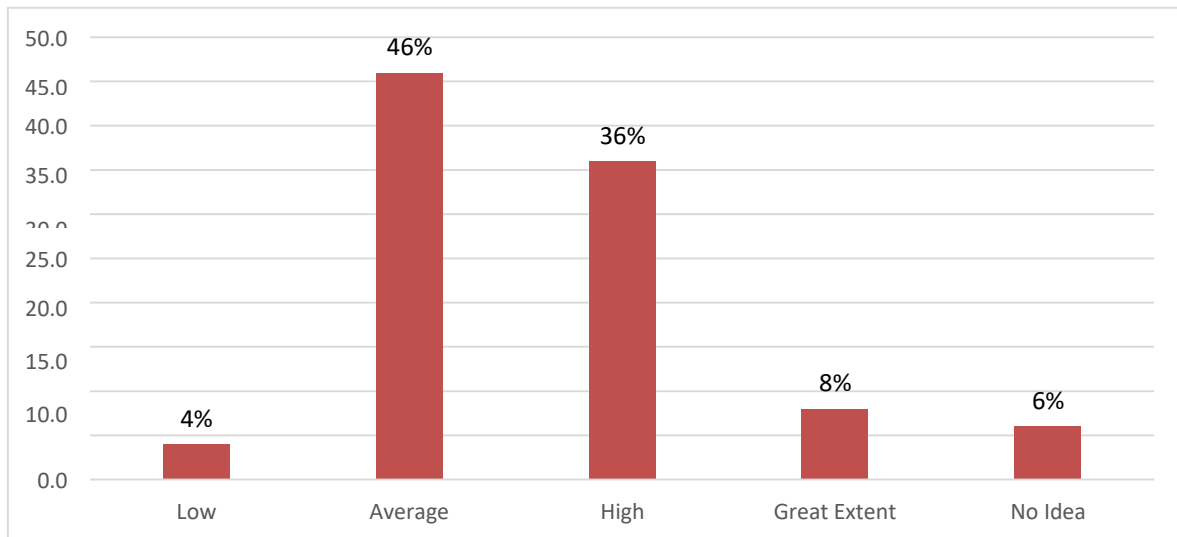


Figure 4.18 : Availability of Working Infrastructure

4.1.4.10 Conflict between Work and Personal Life

Employees were asked to rate their performance level as affected by conflict between their work and personal life. As indicated in figure 4.19, 32% of the respondents rated their performance very low, 24% rated their performance low, and 32% rated their performance average while a small percentage, 12% rated their performance high. This clearly shows the productivity of employee is low when they have conflict between work and personal life.

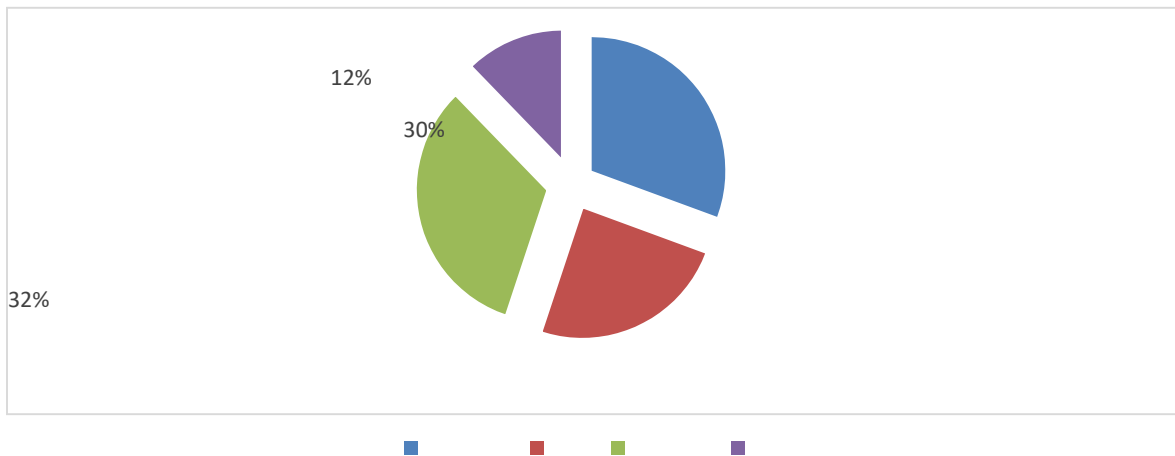


Figure 4.19 : Conflicts between Work and Personal Life

4.1.4.11 Correlation of Environmental Factors and Employee Productivity

A correlation analysis was conducted to determine the significance of the various environmental factors that affected the productivity level of employee at work. The results of the test are as shown in table 4.8, there was significant relationship between employee satisfaction with the working environment and their productivity level ($R=-.001$, P value $=.531$). The table indicate that there was a significant relationship between the pay and rewards provided to the employee and their productivity ($R=.048$, P value $=.304$). The study also established that there was a significant relationship between availability of training and career development opportunities at work and the productivity of employees ($R=-.305$, P value $=.033$). The table also shows a significant relationship between employee satisfaction

with transparency and organizational justice and their productivity ($R=.004$, $P \text{ value}=.788$). It was also established from the study that there was a significant relationship between employees compatibility with the organizational culture and their productivity level ($R=-.005$, $P \text{ value}=.974$). The table further shows a significant relationship between employee promotion in the organization and their productivity level ($R=.021$, $P \text{ value} .627$). The study also established that there was a significant relationship between organizational structure and the productivity level of employee in the organization ($R=-.008$, $P \text{ value}=.955$). Supervisor support to the employee was also found to have a significant relationship to the employee productivity ($R=-.021$, $P \text{ value}=.392$). The study established that there was a significant relationship between the availability of working infrastructure to the employee and their productivity ($R=-.005$, $P \text{ value}=.081$). The study as well established that there was no significant relationship between conflict between work and personal life and employee productivity ($R=.086$, $P \text{ value}=.558$).

Table 4. 8Analysis of Environmental Factors and Employee Productivity

Environmental Factors	Correlation
Satisfaction with the working environment	-.001 .531
Satisfaction with the pay and rewards provided	.048 .304
Training and career development opportunities	-.305* .033
Satisfaction with transparency and organizational justice	.004 .788
Compatibility with the organizational culture	-.005 .974
Promotion	.021 .627
Organization structure	-.008 .955
Support by the supervisor	-.021 .392
Availability of working infrastructure	-.005 .081
Conflict between work and personal life	.086 .558

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

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

4.1.5 Employee Characteristics and Productivity

This section represents respondent responses on their perception regarding employee characteristics and how these may affect productivity. As indicated earlier the attributes related to level of education, age, gender, marital status as well level of training among others.

4.1.5.1 Gender and Productivity

Employees were asked to rate their performance level as affected by their gender. As indicated in figure 4.20, 38% of the respondents rated their performance average, 24% rated their performance high, 16% rated their performance very high, and 10% rated their performance very low, 8% rated their performance low, while a small percentage, 2% had no idea. This clearly shows the productivity of employee is high when the work designs suit their gender.

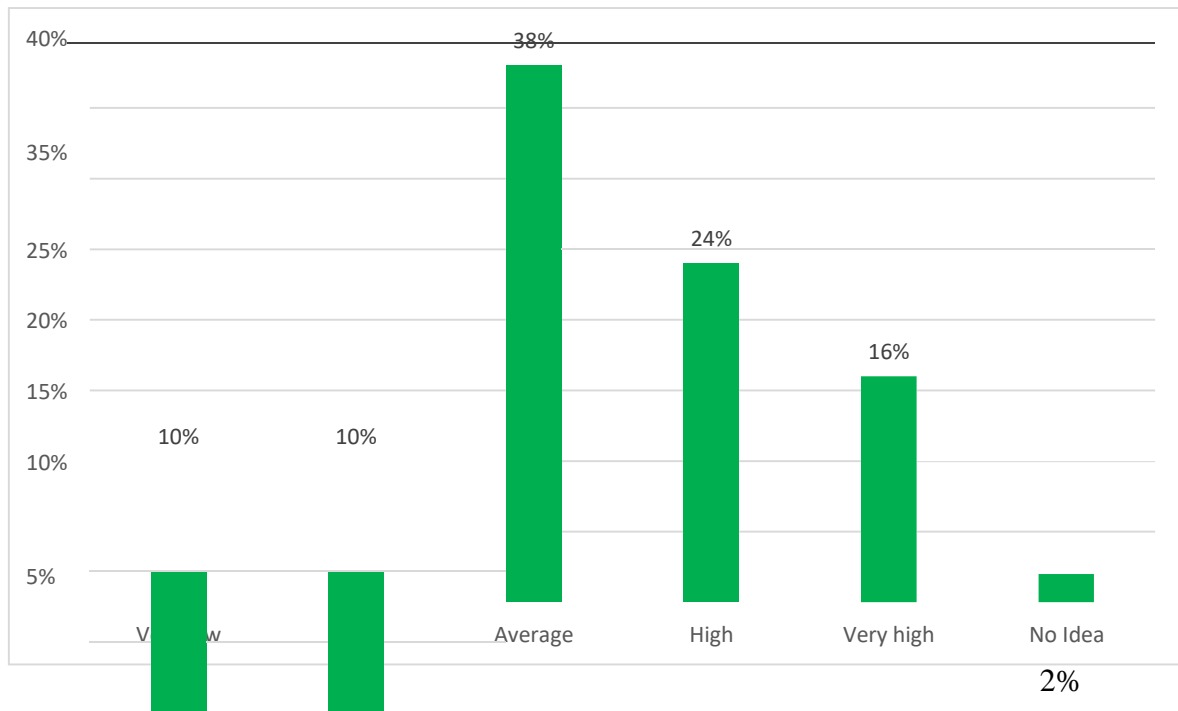


Figure 4.20 : Gender and Productivity

4.1.5.2 Age and Productivity

Employees were also asked to rate their performance level as affected by age. As indicated in figure 4.21, 34% of the respondents rated their performance very average, 32% rated their performance high, 22% rated their performance very high, and 4% rated their performance low with a similar number of 4% rating their performance very low. There were cases with noidea representing a 4% of the respondent. This clearly depicts the productivity of employee ishighly affected by age in the positive side.

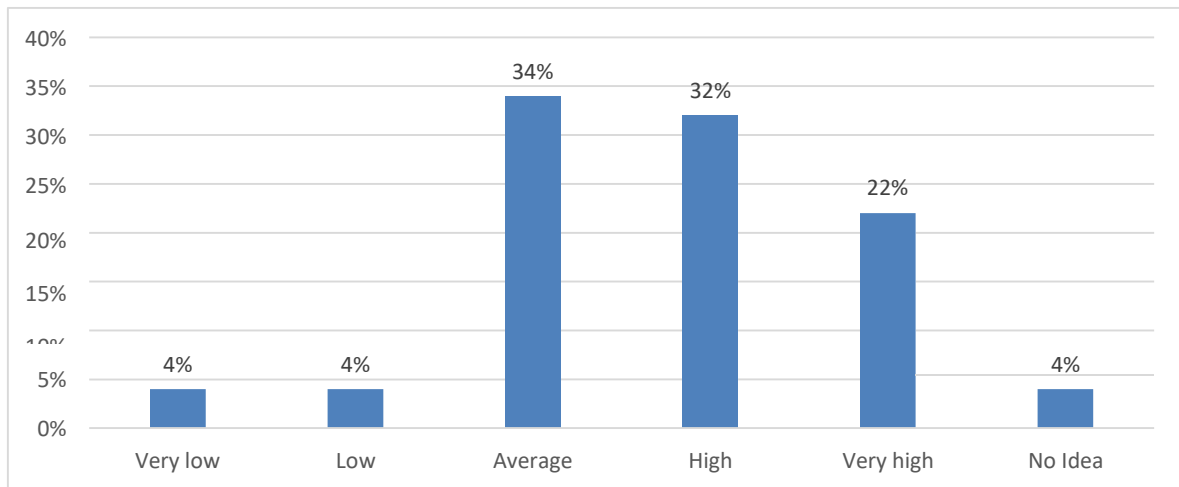


Figure 4.21 : Age and Productivity

4.1.5.3 Level of Education and Productivity

Employees were further asked to rate their performance level as affected by their level of education. As indicated in figure 4.22, 40% of the respondents rated their performance very average, 34% rated their performance high, 14% rated their performance very high, and 6% rated their performance low with the same number of 6% rating their performance very low. This clearly depicts the productivity of employee is highly affected by education.

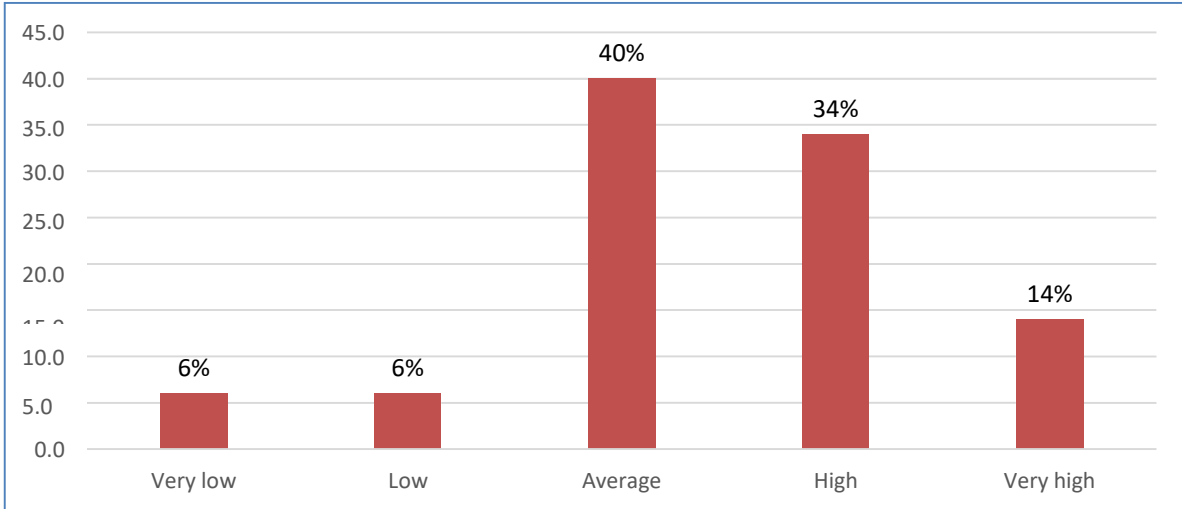


Figure 4.22: Level of Education

4.1.5.4 Training and Productivity

Employees were further requested to rate their performance level as affected by the training they have had. As shown in figure 4.23, 50% of the respondents rated their performance high, 34% rated their performance average, 12% rated their performance very high, and 4% rated their performance very low. This clearly depicts employees will perform on a high level if they receive training.

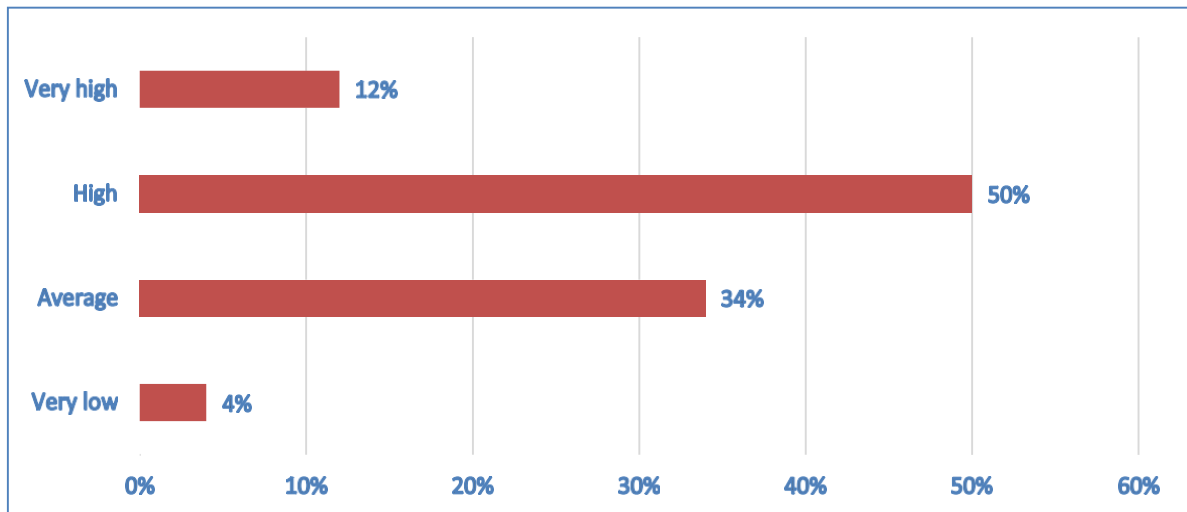


Figure 4.23: Training and Productivity

4.1.5.5 Experience and Productivity

Employees were also requested to rate their performance level as affected by experience in the job. Figure 4.24 gives the summary of the findings. As shown in figure 4.24; 50% of the respondents rated their performance high, 28% rated their performance very high, and 22% rated their performance average. This clearly depicts employees job experience enhance their performance to high level.

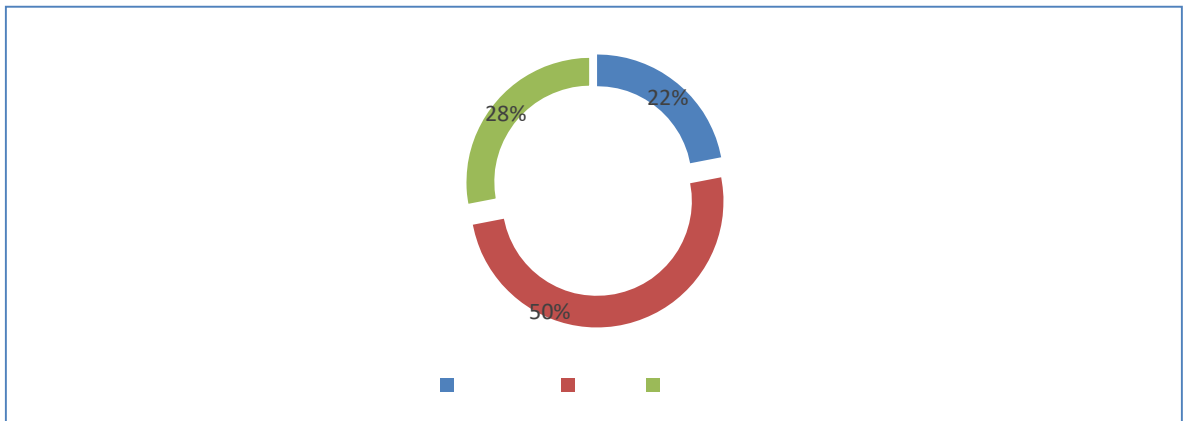


Figure 4.24: Employee Job Experience

4.1.5.6 Marital Status and Productivity

In terms of marital status and productivity, the responses are summarized in figure 4.25. As indicated in the figure, 46% of the respondents rated their performance average, 22% rated their performance high, 10% rated their performance very high with same percentage rating their performance low, and 4% rated their performance very low while 6% of the respondent had no idea in this case. This clearly shows the productivity of employee is affected by marital status on a positive note.

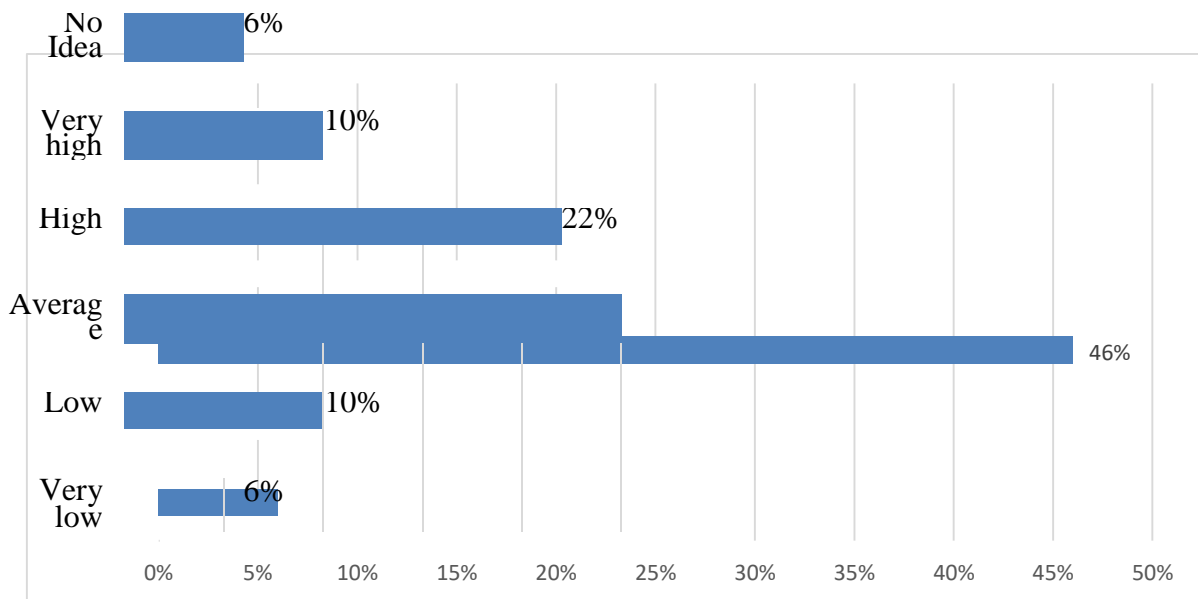


Figure 4.25 : Marital status and Productivity

4.1.5.7 Relationship with Colleague

Employees were also requested to rate their performance level as affected by relationship with Colleague at work. As shown in figure 4.26, 40% of the respondents rated their performance very high, 36% rated their performance high, and 22% rated their performance average while 2% of the respondent had no idea in this case. This clearly shows the productivity of employee in ENP is positively influence by employee relationships.

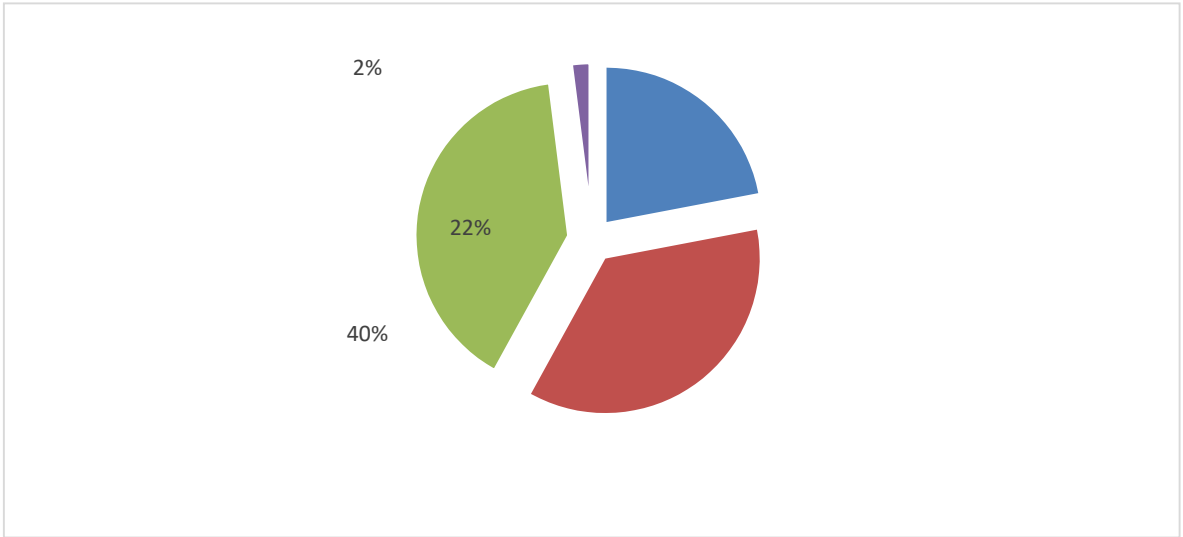


Figure 4.26: Relationship with Colleague
4.2 Chapter Summary

In this chapter the study findings and results have been presented starting with response rate and respondents' background information, followed by analysis in terms of research questions. Data has been presented in tables, graphs and charts format for ease and quick interpretation of the data as well as inferential statistics. The next chapter presents the summary of the findings, discussions, conclusion and recommendations drawn from the research study, provided in that order.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of four sections namely summary, discussion, conclusions and recommendations. In the summary, important elements of the research will be brought up in reference to the objectives and research methodology. Thereafter, discussions of the major findings emanating from the research study are provided followed by conclusions from the discussion of findings. Finally, the chapter provides recommendations for implementation and further studies in the research area.

5.1 Summary

The general objective of this study was to determine the factors that affect employee productivity at Equatorial Nut Processors Ltd. The study was guided by the following research questions: How do institutional factors affect employee productivity at Equatorial Nut Processors Ltd? How do environmental factors affect productivity at Equatorial Nut Processors Ltd? How do employee characteristics affect employee productivity at Equatorial Nut Processors Ltd?

This study adopted the descriptive research design. The population of the study were the employees of Equatorial Nut Processors Ltd selected using stratified random sampling design by categorizing the population in terms of five strata namely finance department, production department, sales and marketing department, quality control department and information technology department giving a sample size of 60 respondents. The primary data was collected through the use of a structured questionnaire. The questionnaires were first pre- tested in a pilot study on a few employees and adjustments were made. The researcher liaised with the human resource management of ENP and the questionnaires were administered through drop and pick method whereby, the questionnaires were left for the respondents to be filled and then picked after some time. Strategies to ensure a high response rate included a clear notification to the

respondents that their responses would be used for research purposes

Only and that the anonymity of their identity would be maintained. The data collected was sorted, classified and coded then tabulated for ease of analysis. The data was summarized and categorized according to common themes. Data collected was analysed through descriptive and inferential statistics. SPSS and Excel computer software aided in the analysis of data. The analysed data was presented in tables, graphs and charts.

The findings on Institutional factors, the study established that organizational goal was the most contributing factor to higher employee productivity level. Work commitment level was the second followed by goal setting by the organization, meeting performance targets, innovation and problem solving capabilities. Other factors were teamwork and training of colleagues, organization structure, and performance appraisal and employee motivation. The findings on environmental factors affecting employee productivity, it was found that satisfaction with the working environment was the major factor contributing to high level of employee productivity in ENP, it was followed by supervisor support. Organization structure had a slight impact on employee productivity; it was rated slightly above average by the respondent.

The other environmental factors were found not to influence positive performance from employees with most of the employee rating a low performance level as influenced by these environmental factors, conflict between work and personal life, working infrastructure, promotion in the organization, employee compatibility with organization culture, satisfaction with organization transparency, availability of training and career development opportunities in the organization and the pay and rewards from the organization. The findings on personal characteristics, it was established that employee training was the factor most contributing to high employee productivity, followed by employee relationship with colleagues and age of employee. Other employee related factors found to affect employee productivity were employee marital status, gender of the employee and the education level of the employee.

5.2 Discussion

The findings of the three research questions are discussed objectively in this section.

5.2.1 Institutional Factors and Employee Productivity

This research study concentrated on institutional factors under 7 themes; general level of productivity, performance targets, performance appraisal, Innovation and problem solving capabilities, work commitment, teamwork and training, personal sacrifices and motivation. These are factors that are found within the organization and they will either help employees achieve good performance or hinder them from achieving good performance.

The study established that productivity of the employee was at a high to very high level as affected by the general level of production. The study revealed that employee productivity is positively impacted by achieving the performance target of the company. The finding is in line with Mudor & Tookson (2011), argument that desire to achieve the set target is the motivation that makes most employees perform efficiently and be good at something within the organization as the employee realizes that their work effort is worth to the company. The study also established that performance appraisal helped employees perform at a high level. This is attributed to the motivation that comes with the review of work done by an employee and the rewards that would come from the review in form of either increase in salary or promotion to a higher level. This finding concurs with Rudman (2003), who stated that performance appraisal is a critical factor in an organization in enhancing the performance of the employee.

This study established that innovation and problem solving capabilities drive employees to perform at high to very high level. Innovations brings improved ways of accomplishing task in the organization and make it easier and faster for employees to perform their work, thus improving performance and raising the productivity level of employees. This finding is in line with the findings of Jawad, *et al* (2014) who found out that innovation greatly escalates the productivity of employees. The study also established that employees productivity was greatly enhance by high work commitment level. Employees who are committed to their work will

perform well and achieve high productivity level due to their concentration at work. These findings relate to Varsha & Bhati, (2012) findings that employees' commitment is significantly related to sustained productivity. The study also established that teamwork and training of colleague at work increases the productivity of employee. Teamwork helps to achieve good performance due to the power of working together, employee involved in training their colleague will end up improving their skill and becoming better in their work therefore raising their productivity level. This is in line with Benrazavi and Silong (2013) who considered teamwork as an important factor that contributes to employee performance. The study also revealed that employees were performing very high. Employees who make personal sacrifices will achieve high productivity since they make an extra effort in performing their duties at work. This is in line with Cho & Ryu, (2011) argument that individual organization-related sacrifice significantly has positive effects on job performance.

5.2.2 Environmental factors and Employee Productivity

This research study concentrated on environmental factors affecting employee productivity at ENP under 9 themes; working environment, pay and rewards, training and career development, transparency and organizational justice, compatibility with organizational culture, promotion, organization structure, Support by the supervisor and the working infrastructure. These are factors that form the surrounding in the work place, the employee interact with his or her environmental while performing his or her duties.

The study revealed that satisfactory working environment will help employees perform highly. When employee are satisfied where they are, they have minimum or no distraction hence they can totally concentrate on what they are doing thus performing well. This concurs with Ajala (2012), who argued that conducive working environment helps to improve the productivity level of employees.

The study also revealed that employee performs on an average to high level. This is in concurrence with Elangovan & Xie (1999) who observed that, rewards act as both a way for organizations to show their gratitude to employees for work well done and as motivational

factors for those employees to produce at high levels.

This study revealed that employees perform to an average to high level in the presence of training and development opportunities. Training and career development will help develop the skills of an employee thus making them better in what they do and therefore improving their productivity. This is in line with the findings of Ollukkaran & Gunaseelan (2012), which proved that training and development is helpful in increasing employees' performance. The study also revealed that employees in ENP were performing at an average to high level. Transparency in the organization allow the employee to understand the operations in the company, this understanding can help in making the employee perform well. When employees are handle fairly at work they will be free to perform well. This finding relates to Adams' equity theory that indicates an individual can alter their quality and quantity of work to restore justice when they perceive that the outcome/input ratio not to be just (Adams, 1966).

The study found out that employee compatibility with organizational culture leads employee to perform from an average level to some high extent level. When employees' culture is in line with the culture of the organization, the employee does not find it difficult to operate in that organizational environment since they share common belief and practices. This finding is in line with Wambugu, (2014) that found out organizational values (culture) has a more significant effect to employee's job performance.

The study found out that employee performance was average showing no influence on employee performance. This contrasts the findings of Nguyen, Dang, & Nguyen, (2014) who argued that promotion opportunities positively influence employee performance. The study also found out that organizational structure leads to high performance level by employee. The structure of an organizational will allow a smooth operation of the employee. This concurs with Hao, Kasper, & Muehlbacher, (2012) who noted in their study that senior managers were of the opinion that organizational structure improves performance directly and through innovation.

The study revealed that support employee got from their supervisor made them perform highly in the organization. Supervisor support will help boost employee morale, offering them help and encouraging them to high productivity. These findings are in line with Leblebici (2012)

who argued that support from the supervisor is helpful in increasing employees' productivity level. The study also revealed that employee productivity was at an average level. Work infrastructure is crucial for performing duties and responsibilities at work. These findings agree with Hameed & Amjad, (2009) who argued that office design is very vital in terms of increasing employees' productivity

5.2.3 Employee Characteristics and Productivity

This research study concentrated on employee characteristics under 9 themes; employee motivation, conflict between work and personal life, work design and gender, age, level of education, training, experience, marital status and relationship with colleague. These are factors that defined the personality of the employee. The study found out that employee perform highly if they are motivated. A motivated individual will tend to perform at their best. This concur with Azar & Shafighi, (2013) observation that employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve.

The study established that productivity of employee was low. Where there is conflict between work and personal life it will hinder the accomplishment of the duties and responsibilities of an employee. This finding contrast Chaudhry, Imran Malik, & Ahmad, (2011) who found that conflicts have a positive impact on employee performance. The study also established that productivity of employee was high when the work design suited their gender. Most people will achieve high productivity when they are working where they feel their personal ego is not damaged. Men will perform poorly when performing task that they feel is meant for ladies. The same is true the other way round. The study also established that the productivity of employee at ENP was at an average to high level, with most of the employee being at a young age of below 33 years it is concluded that employee productivity is high at a younger age. When one grows up, they develop sense of responsibility and self-discipline, this make them perform well also the experience they get improve their job performance. This is in line with the findings of Aubert & Crepon (2007) that productivity increases with age until age 40 to 45 and then remains stable after this age.

The study revealed that the productivity of employee was at a high level as affected by education level. Education will expand the knowledge base of the employee thus making them more creative and innovative thus improving their way of doing things. This is in line with NG & Feldman, (2009) who stated in their study that education promotes core task performance by providing individuals with more declarative and procedural knowledge with which they can complete their tasks successfully. The study also revealed that employees will perform on a high level if they receive training. Training impact skills to the employee that are necessary for the accomplishment of their duties and responsibilities at work hence, training will likely lead to high performance by employees. This is in line with Githinji (2014) who found out training facilitates motivation for work performance the study also revealed that employees' job experience enhanced performance to high level. Experience make employee master their job and this make them perform their duties with ease and therefore achieving high productivity. These findings concur with Uppal, Mishra, & Vohra, (2014) who established that current job performance improves with increase in industry and occupational experience.

The study established that the productivity of employee was affected by marital status on a positive note. This is in line with Korenman & Neumark (1991) who found out those workers who were married in the company received higher performance ratings from their supervisors and were promoted 10.5 percent higher than single workers. The study also revealed that productivity of employee was positively influenced by employee relationships. This is in line with Rizwan et al. (2012) who assert that employee satisfaction with the relationship with co-workers and customers bring positive feelings about their job. This can be seen to influence good performance from employees.

5.3 Conclusion

5.3.1 Institution Factors and Employee Productivity

In regards to how employee productivity was affected by institutional factors, employee rated their productivity at a high to very high level. This study also revealed that employee motivation was affecting the level productivity of employee on the negative side. This study concludes that institution factors help employee to perform at a high level.

5.3.2 Environmental Factors and Employee Productivity

In regards to how environmental factors affected employee productivity, the study revealed that only the employee satisfaction with their working environment and the support these employee get from their supervisor lead them to achieve high productivity at their work. However the organization structure was found to slightly influence the level of productivity of employee to slightly above average and the other factors were leading to low level of employee productivity. The study concludes that a satisfactory working environment and support from the supervisor will lead to high performance from the employee.

5.3.3 Personal Characteristics and Productivity

In regards to personal characteristics of employee and how it affects the production level of employee, this study revealed that the level of training of employee and their relationship with colleagues at work would make them perform highly. Age of employee had a slight impact on employee productivity level while the other factors influenced low productivity rate. This study concludes that the level of performance of employee will heavily rely on the training level of the employee and also this will be enhance by their relationship they have at workplace.

5.4 Recommendations

5.4.1 Organizational factors affecting employee productivity

It was clear from the research outcome that institution factors carry a significant effect on the production level of employee in an organization. The organization should take into account those institutional factors that are seen to drive employees to high performance level and improve them in order to achieve high production from its work force.

5.4.2 Environmental Factors Affecting Employee Productivity

This study established that employee performance was greatly influenced by their environment of work, the organization should therefore strive to ensure an enabling environment of work for its employee as this will ensure employee are at ease at work and enable them to focus at work and thus lead to high productivity level.

5.4.3 Personal Characteristics Affecting Employee Productivity

From the study personal characteristics were found to be of less impact to the productivity of employees. However, job experience and employee relationship with colleagues was found to greatly influence employee to high performance. The management should ensure they retain their workforce so that they can be able to utilize their experience, the management should also arrange team building activities that will help build employee relationships with colleagues seen this will enhances their performance.

5.5 Recommendations for Future Research

This study took into consideration three factors of; institutional factors, environmental factors and personal characteristics that affect employee productivity in private limited companies, further research can be done with a concentration in one factor like work environment factors so that a wide knowledge base can be gain. Further research can also be done on but not limited to government parastatals.

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APPENDIX II: QUESTIONNAIRE

QUESTIONNAIRE

Dear respondent,

This questionnaire seeks to collect data related to factors affecting productivity of employees in private limited companies in Kenya. Your honest response on the questionnaire will be highly appreciated. All response will be treated with confidentiality and will only be used for the purpose of this study.

SECTION A: BACKGROUND INFORMATION

A1: Please fill in the information in the table below and ticking appropriately where applicable.

Level of Education		Years worked in the Company		Department	Gender	Marital Status	Position
1	Primary	1	>1				
2	Certificate	2	1 – 5				
3	Diploma	3	5 – 10				
	First Degree	4	11- 15				
4	Masters	5	16 – 20				
5	PhD	6	21 – 25				
6	Any other (specify)	7	25 – 30				
		8	31 &above				

A2: Age:

1. 18-25years []

2. 26-33years []

3. 34-41years []

4. 42-49years []

5. 50 years and above []

PART B: INSTITUTIONAL FACTORS

In terms of the following institutional factors, how would you rate your performance as an employee in your organization? (Tick appropriately)

Institutional factors	Very low	Low	Average	High	Very high	Remarks
B1: General Level of productivity						
B2: Always meeting performance targets						
B3: Performance Appraisal						
B4: Innovation and problem solving capabilities						
B5: High work commitment level						
B6: Teamwork and training of colleagues						
B7: Making personal sacrifices to further organisational goals						
B8: Employee Motivation						
Others (specify)						

PART C: ENVIRONMENTAL FACTORS

In terms of the following environmental factors, how would you rate your performance as an employee in your organization? (Tick appropriately)

Organisational Factors	Low Extent	Low	Average	High	Great Extent	No Idea	Remarks
C1: Satisfaction with the working environment							
C2: Satisfaction with the pay and rewards provided							
C3: Training and career development opportunities							
C4: Satisfaction with transparency and organisational justice							
C5: Compatibility with the organisational culture							
C6: Promotion							
C7: Organization structure							
C8: Support by the supervisor							
C9: Availability of working infrastructure							

C10: Conflict between your work and your personal life?							
Others (specify)							

PART D: PERSONAL CHARACTERISTICS

In terms of the following personal characteristics, how would you rate your performance as an employee in your organization? (Tick appropriately)

Characteristics	Very low	Low	Average	High	Very high	No Idea	Remarks
D1: Work design and your gender							
D2: Age and productivity							
D3: Level of Education and Productivity							
D4: Training and Productivity							
D5: Experience and Productivity							
D6: Marital status and Productivity							
D7: Relationship with Colleague							
D8: Others (specify)							