



Determinants of Employee Performance in Manufacturing Firms in Kenya: A Case Study of the East African Portland Cement Company

^{1*}Mwangi Caroline & ²Mr. David Kanyanjua

ISSN: 2616-8421

Determinants of Employee Performance in Manufacturing Firms in Kenya: A Case Study of the East African Portland Cement Company

^{1*}Mwangi Caroline & ²Mr. David Kanyanjua

^{1*} Post graduate Student, Management University of Africa

²Lecturer, Management University of Africa

Email of the Corresponding Author: carolinewmmwangi@gmail.com

How to cite this article: Caroline, M. & Kanyanjua, D. (2019). Determinants of Employee Performance in Manufacturing Firms in Kenya: A Case Study of the East African Portland Cement Company, *Journal of Human Resource & Leadership*, 3(3), 79-94.

Abstract

The purpose of the study was to establish the determinants of employee performance in manufacturing firms in Kenya with the East African Portland cement as a case study company. The study objectives were to determine the effect of the staff reward system, effect of human resource development the effect of working environment and effect of work life balance on employee performance in east African Portland Cement Company. The study adopted a descriptive research design. The targeted population for the study constituted 1500 employees of East African Portland Cement Company. The sample size was 150 respondents. Besides, stratified random sampling was used to select the sample. The study used questionnaires to obtain the quantitative data for analysis, which was further validated from the analysis of secondary data. Information was sorted, coded and imported into the SPSS for analysis. The findings revealed that reward system and employee performance were positively and significantly associated ($r=0.572$, $p=0.000$), human resource development and employee performance ($r=0.582$, $p=0.000$). in addition, there was a positive and significant correlation between working environment and employee performance ($r=0.618$, $p=0.000$), work life balance and employee performance ($r=0.547$ $p=0.000$). Additionally, the regression results showed a positive and significant relationship between independent variables and dependent variable. Reward systems and employee performance ($\beta =0.158$, $p=0.071$), human resource development and employee performance ($\beta =0.251$, $p=0.077$), work environment and employee performance ($\beta =0.257$, $p=0.081$). Finally, work life balance and employee performance ($\beta =0.176$, $p=0.077$).

the study found that reward systems, human resource development, working environment and work life balances were satisfactory variables in explaining the employee performance in east African Portland cement company with a coefficient of determination of 0.516. the study concluded that reward systems, human resource development, work environment and work life balance positively influenced the overall employee performance at East African Portland cement company. the study recommended that staff reward system on employees' performance at should be reviewed, increase the number of human resource development of the employees and. finally, to develop measures those render the work environment more conducive and train managers on how to create and nurture the relationship with employees

Keywords: *Staff reward system, human resource development, working environment, work life balance, employee performance, East African Portland Cement Company,*

1.1 Background to the Study

Employee performance and productivity is a significant concern in any economy worldwide (Chebet 2015). Arham, Nazri and Rahma (2018), in the study to examine the determinants of Labor Productivity, notes that Africa and South Asian countries (except India) performance in labour productivity is not very encouraging. Labour productivity level in the sub- Saharan Africa economies was the lowest among all regions and emphasized the need to pay more attention to average education attainment level, producing productive employment to attract foreign direct investments (Igella, 2014). Human resources management practices have a significant impact on organizations' productivity points out social resource development, teamwork, human resources planning and performance appraisal are correlated with an organization's business performance (Kiruja & Mukuru, 2018).

The determinants of employee performance are accelerated by the level of satisfaction in which it is the feeling of pleasure and achievement that one experiences in his/her job when knowing the work is worth doing (Gathoni, 2012). Bosire (2018) reported that satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or experiences. Job satisfaction has many facets: the affective aspect which refers to the emotional feeling of an individual about their job, the cognitive perspective that looks at the logical elements of a situation such as pay, maternity and individual experience which deals with relationships and wellbeing focusing on working conditions (Kaliannan & Adjovu, 2015). Muhammad and Wajidi (2013) established that some of the determinants of employee performance include human resource development, staff reward system, working environment and work-life balance, which are the foundations of labour improvement in organizations. The human resource is considered to be the most significant asset in an organization that should be highly valued and ignoring the importance of human resource in the organization can lead to the poor performance of the organization whether it is small scale or large scale and therefore should be given the highest priority (Leder, Newsham, Veitch, Mancini & Charles, 2016).

Human resource development facilitates the updating of skills and leads to increase commitment, wellbeing, and a sense of belonging, thus directly strengthening the organization's competitiveness (Kuria 2011). Training has a distinct role in the achievement of an organizational goal by incorporating the interests of the organization and the workforce (Maina,

2016). The primary function of training is to improve the employees' skills for current and future duties and responsibilities (Mainya, 2016). According to Obiageli, Uzochukwu and Ngozi (2015), work-life balance practice is an essential factor in increasing employee performance. Also, Ojo, Salau and Falola (2014) uncovered that there are different qualities as far as how respondents see the idea of Work-life Balance and there was a vast difference between corporate Work-life Balance practices and representatives' comprehension of the concept. According to Fapohunda (2014), work life increases the performance of the employees since they will have time to rest and focuses on their issues.

Mwangi (2017) established reward systems and recognition are consistently acknowledged by organizations and managers as an essential tool in motivating individual employees. Reward systems are the most transparent ways managers and leaders of an organization can send a message to employees about what they consider essential (Mwangi, Njenga, Chepkilot & Koima, 2017). A great deal of the way people behave in an organization is influenced by the way they are measured and rewarded (Mwende, 2015). According to Nabilah and Saman (2017), traditionally, most reward and recognition programs were vague and often given in response to managers' perception of when an employee performed exceptionally well. There were no set standards by which exceptional performance could be measured, and it could have meant anything from consistent punctuality, assisting other departments, or even having the right attitude (Nanzushi, 2015). While according to Ndulue and Ekechukwu (2016), things have changed in current organizations as organizations understand the great benefits achieved by incorporating rewards, job satisfaction, motivation, and performance with their business strategies. To achieve desired organizational goals, reward systems should be perfectly aligned to corporate strategy (Nouaili, Abaoub & Anis, 2015)

The work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work (Miah, 2018). There are critical factors in the employee's workplace environment that impact significantly on their level of motivation and performance. In addition to motivation, workers need the skills and ability to do their job effectively (Muchiri, 2017). Most people spend fifty percent of their lives within indoor environments, which profoundly influence their mental status, actions, abilities and also their performance (Mmbusa 2019). Good results and increased output is assumed to be the result of a better work environment and the physical environment of office will boost the employees and finally improve their productivity (Mukuru & Kiruja, 2013).

According to Shaikh, Tunio and Shah (2017) employees improved the performance of the employees working in the private banks in Pakistan. Besides, Muda, Rafiki, Harahap (2014) established job stress, career advancement and communication do simultaneously affect the employees' performance at the two Islamic banks in Indonesia. Furthermore, Ismajli, Zekiri, Qosja and Krasniqi (2015) revealed that rewarding, salary increment, professional advancement and opportunity for promotion appear to be the most important factors of job satisfaction among the employees in Kosovo municipalities. The other essential elements that the study revealed are work conditions, as well as the evaluation and the objective assessment of performance measurement in Kosovo municipalities. Additionally; Olaniyi (2013) reported that employees working in hotels in Ireland are much satisfied when companies start training and career advancement to improve their skills. Also, Suthar, Chakravarthi and Pradhan (2014) established

that remunerations and rewards had increased employee satisfaction in the Public Sector Enterprises in India.

In Nigeria, Saka and Salman (2014) established that recognition of the employees and career advancement led to a high level of the job performance of library personnel in Nigerian universities. Also, in another study in Nigeria by Ndulue and Ekechukwu (2016) established that satisfaction of the employees in Nigerian breweries public limited company in Kaduna improved the job performance of the company irrespective of the nature of the job, the rewards given to the employees and the security of the situation. The right working conditions have positive recognition, which increases the satisfaction of the employees who, in return, will improve the overall performance of the company. Additionally, Inuwa (2016) argued that job satisfaction has a positive and significant relationship with employee performance and the increase in the level of job satisfaction of non- academic staff in Bauchi State University Gadau, Nigeria. Furthermore, the job performance of the teachers in Ghana has been a result of job satisfaction inform of the incensement of the salaries (Nutsuklo, 2015). Also, Arday, Naa and Adaku (2016) reported that employee satisfaction in the banking industry in Ghana is very crucial as the success or downfall of the banks and most banks have come up with different mechanisms to improve achievements, such as rewarding, training and recognition. Additionally, Almintisir, Akeel and Subramaniam (2012) established that job satisfaction correlates positively with job performance, organizational citizenship behaviour and negatively with absenteeism, turnover and work deviance, government companies should work on improving manager selection, comments sharing and feedback system and incentive and reward system in the Libyan Iron and Steel Company.

Additionally, in Kenya, a study by Sikoro, Namusonge, Makhokha and Nyagechi (2016) reported that job satisfaction among employees of the County government in Kenya is diverse and mainly institution-based. Furthermore, according to Mwangi, Njenga, Chepkilot and Koima (2017), work environment and employee achievement were the critical institutional factors affecting job satisfaction of employees since they fortified a pleasure or positive emotional state in the mobile telecommunication. Further, Chebet (2015) found that the key institutional factors affecting job satisfaction of employees of county governments of Kenya were career advancement, leadership, training and working conditions. Also, Wangechi, Kiragu and Sang (2018) revealed that workplace environment, physical environment and rewards fueled employees' performance and satisfaction with work at the county government of Nyeri.

In addition, according to Obwoyere (2016), job satisfaction improved the performance of the employees in Nakuru County. Additionally, Nyamunga (2016) reported that job satisfaction is a critical element that creates a need for employee achievement. Job satisfaction is the amount of overall effect that an employee has toward his/her job; hence, job satisfaction enhances employees' level of activity when under pressure. Kuria (2011) argued that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs among others. Ojwang' (2013) asserted that employees who high in job satisfaction generally love their job, feel that they are being fairly treated and believe that their jobs have many desirable features such as fascinating work, good pay and job security.

1.2 Statement of the Problem

The manufacturing sectors in the country have been faced with a lot of challenges and many of them have not been sustainable, making the company to lay off workers (kipkemoi, 2017). The advancement of global trends in the market today, many manufacturing companies are faced with challenges brought about by changing technology, competition and cheap imports. The production costs have been very high for many of the companies making some of the companies to lay off some workers and delay payments (Muhoro 2011). The presence of unreliable working system brings the compensatory damage those impacts negatively on the financial performance of the organization. Also, the business has been damaged by low wages, absence of staff inspiration, compensation and staff training, notwithstanding quality-control issues (Were, 2007). Employees in the company have demonstrated for low salaries, harsh working environment and poor remunerations that made the company to record a 25 percent decline in revenue from Sh6.93 billion to Sh5.18 billion for the year ending June 2018 (NSE, 2018). Human resource is the most crucial resource in a company and when humans are motivated, the overall performance of the company will improve (Haneda & Ito, 2018).

However, studies that have been conducted have neglected this area of research and presents research gaps. For instance, Asfaw, Argaw and Bayissa (2015) show contextual and geographical gap with the current study. Argaw and Bayissa (2015) conducted the study in District Five Administration Office in Ethiopia, while the current study was conducted in East African Portland cement in Kenya. Additionally, Obiageli, Uzochukwu and Ngozi (2015) present conceptual and contextual gaps. The specific objective used by Obiageli, Uzochukwu and Ngozi (2015) was to determine the extent to which leave policy affects service delivery in commercial banks in Lagos state, Nigeria while the specific objectives of the current study will assess the effect of staff reward system, training and development, working environment and work life balance on employee performance at East African Portland Cement Company in Kenya.

Furthermore, Azeem and Akhtar (2014) present geographical, contextual and conceptual gaps with the current study. The variables used in the study were work life balance, job satisfaction and organizational commitment experienced by hospital staff in India while the variables of the current research were staff rewards system, training and development, working environment and work life balance on employee performance at East African Portland Cement Company in Kenya. Therefore, this study determined the determinants of staff performance in manufacturing firms in Kenya regarding the East African Portland cement company and filled the existing research gaps and furthermore, contributed to the body of knowledge on factors influencing employee performance.

1.3 Research Objectives

- i. To assess the effect of staff reward system on employee performance at East African Portland Cement Company.
- ii. To establish the effect of human resource development on employee performance at East African Portland Cement Company.
- iii. To examine the effect of the working environment on employee performance at East African Portland Cement Company.
- iv. To determine the effects of work life balance on employee performance at East African Portland Cement Company.

1.4 Research Questions

- i. What is the effect of staff reward system on employee performance at East African Portland Cement Company?
- ii. To what extent does human resource development affect employee performance at East African Portland Cement Company?
- iii. What is the effect of working environment on employee performance at East African Portland Cement Company?
- iv. To what extent does work life balance affect employee performance at East African Portland Cement Company?

2.0 Literature Review

This chapter presented a literature review, various theories that informed the study, empirical literature review and conceptual framework.

2.1 Theoretical Framework

This section established some of the theories that were attributed by other researchers, authors and scholars and were relevant to employee performance. The theories support the fact that manufacturing firms can improve staff performance and organizational performance.

2.1.1 Frederick Taylor's Motivational Theory

Frederick Taylor invented this theory in 1911. As indicated by Taylor's examination, individuals worked only for cash and in the early years of the auto get together industry takes a shot at a generation line depended on creating amount and was tedious (Steers, Mowday & Shapiro, 2004). Specialists were paid 'piece rate', that is, paid for each work done and the approach of paying workers by results was right for the business and the result was a more noteworthy generation yet gave little open door, support, or time for workers to have a problem-solving attitude or be imaginative in what they did (Bell & Martin, 2012). This sort of pattern constrained individuals' improvement and their utilization inside the organization.

However, according to Schermerhorn (1993), "Hertzberg's two-factor theory is an essential frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn (1993), asserts that Hertzberg's two-factor theory is a useful reminder that there are two crucial aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context)". Besides, according to

Santos, Powell and Sarshar (2002), "managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction." According to Guy and Mastracci (2018), "Workers are more propelled if they feel content in their work and frequently happens when the employer makes a decent workplace where representatives feel esteemed, by and large through expanded correspondence and being requested their conclusions." Representative inspiration is additionally liable to be higher if the organization puts resources into its staff through training and development. Thus, this uplifts their insight, aptitudes and their feeling of occupation satisfaction.

This theory was relevant to the study since it focused on one way of motivating employees. The theory content employees have two categories of needs that operate in them and that both should be addressed (Cole, 2004). This theory applies to our work as managers to motivate employees by identifying the hygiene factors that can use it. Managers can fulfil the basic needs of employees and remove any element of dissatisfaction (Steel & König, 2006). Taylor's motivational theory informs reward management. It postulated that the approach of paying workers by results is right for the business, thus leading to an improvement in employee performance, which may lead to improved productivity.

2.1.2 Fredrick Herzberg's Two Factor Theory

Fredrick found established the theory in 1959. Bassett (2005) contended that workers are persuaded by two variables, motivator's factors and hygiene factors. Inspiration is internally created and is pushed by factors that are natural for the connection in which Herzberg named the motivators and these essential factors incorporate progression, development, acknowledgment, work itself, accomplishment and obligation (Dartey & Amoako, 2011). Then again, Herzberg noticed that specific components prompt disappointing encounters to workers and these elements, to a great extent, result from non-work-related factors called extraneous factors (Ruthankoon & Ogunlana, 2003).

According to Dartey and Amoako, (2011) if an organization knows the value placed on each element, the more significant the shift in satisfaction changes that will be produced. Further, the theory advocates that if too much importance is placed on a particular factor that is not favourable with the employees, a possibility of stronger feelings of dissatisfaction will occur (Vansteenkiste, Neyrinck, Niemiec, Soenens, De Witte, & Van den Broeck, 2007). For instance, two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The physical aspects of the job may strongly influence the one employee, while the other employee may be affected by the challenge and variation inherent in the position (Guha, 2010).

According to Herzberg (1959), motivation occurs because of the availability of intrinsic factors and lack of motivation means the employees would likely not stay. Alternatively, where extrinsic factors do not give motivation for improved performance of the workforce, it does not mean that employees have to work and live in adverse working conditions (environment) because this may result in reduced vigour to give their best and to achieve productivity Yusoff, Kian & Idris, 2013). Indeed, according to Bassett and Lloyd (2005), unpleasant working condition is a recipe for the workers to start deserting their workplace for another employer. Therefore, the theory was

relevant to the study and it showed that the working environment had an indirect influence on organization.

2.1.3 Human Capital Theory

Schultz proposed the human capital theory in 1961 (Schultz, 1961) and Becker further developed the theory in 1964 (Olaniyan & Okemakinde, 2008). According to the theory, employees in the organization are essential and determine performance and productivity. The theory further postulated maintaining employees sometimes is costly in some situations such as the provision of education and determining motivation factors (Nafukho, Hairston & Brooks, 2004). The theory also articulates that Organization maintains very motivated personnel and talented workforce who will feel to be part of the Organization hence increasing the overall performance when there is a transition of power within the Organization (Schultz, 1961).

However, there are several criticisms to the theory. The theory did not take into consideration the process of transfer of the learning and how costly it will be to the Company (Sweetland, 1996). Also, the motivation of employees through rewarding, giving out gifts, offering non-monetary rewards such as recognition does not necessarily mean the employees will improve the performance since capabilities are different within the organization and they can find other avenues paying a higher amount of money than the current working organizations since the fundamental reasons for working is to get satisfied through increment of salaries and bonuses (Polachek, 1981).

Furthermore, the theory was relevant to the study and gave ideas as to why the company should consider motivating employees within the organization. The organization should establish a mechanism that will promote the employees and encourage them to work harder and improve their performance. Therefore, the theory was relevant to the current study and helped to inform the variable of human resource development. The theory clearly postulated that the approach of motivating workers leads to an improvement in employee performance, which may lead to improved productivity

2.2 Conceptual Framework

Figure 1 depicted the relationship between independent variables; employee reward system, human resource development, working environment and work life balance and dependent variable; employee Performance.

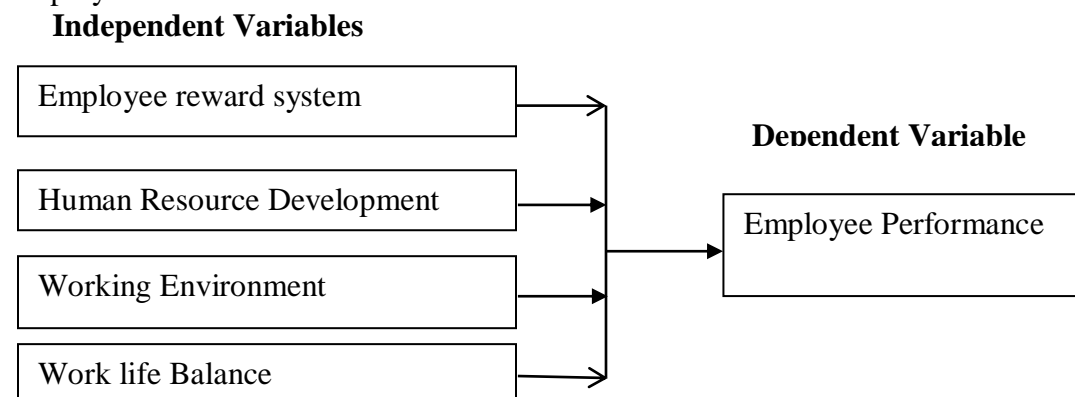


Figure 1: Conceptual Framework

3.1 Research Methodology

The research design that was utilized in this study was descriptive research design. The target population for the study was 1500 employees in East African Portland Cement Company. The study used purposive sampling to sample 150 employees for the study which represented 10% of the target employees. Stratified random sampling was used to select the level of management of the employees. The unit of observation was the senior managers, middle management and operation Staff.

4.0 Research Findings and Discussions

4.1 Correlation Analysis

Table 1: Correlation Analysis Results

Correlations		Employee Performance	Reward System	Human Resource Development	Work Environment	Life Balance
Employee Performance	Pearson Correlation Sig. (2-tailed)	1.000				
Reward System	Pearson Correlation Sig. (2-tailed)	.572** 0.000	1.000			
Human Resource development	Pearson Correlation Sig. (2-tailed)	.582** 0.000	.548** 0.000	1.000		
Work Environment	Pearson Correlation Sig. (2-tailed)	.618** 0.000	.579** 0.000	.548** 0.000	1.000	
Work Life Balance	Pearson Correlation Sig. (2-tailed)	.547** 0.000	.525** 0.000	.455** 0.000	.581** 0.000	1.000

The results from Table 1 revealed that reward system and employee performance is positively and significantly associated ($r=0.572$, $p=0.000$). The Table further indicated that human resource development and employee performance are positively and significantly associated ($r=0.582$, $p=0.000$). It was further established that work environment and employee performance was positively and significantly associated ($r=0.618$, $p=0.000$). Similarly, results showed that Work Life Balance Consideration and employee performance was positively and significantly associated ($r=0.547$, $p=0.000$).

The results were in agreement with the findings established by Okech and Njururi (2016) who examined factors affecting employee productivity in Kenya's private limited companies in the

manufacturing sector and showed the factors affecting employee productivity were working environment, training level and experience of the employees, opportunities for employees' skills enhancement.

4.2 Regression Analysis

The regression was conducted to identify the determinants of employee performance in manufacturing firms in Kenya: case study of the east African Portland cement company. The results presented in table 2 indicate the Model Fitness

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719a	0.516	0.502	0.22642

The model fitness results in Table 2 show that staff reward system, human resource development, working environment, work life balance and employee motivation were found to be satisfactory variables in explaining employee performance at East African Portland Cement Company. This is supported by coefficient of determination also known as the R square of 0.516. This means that staff reward system, human resource development, working environment, work life balance explain 51.6% of the variations in the dependent variable, which in this case is employee performance. The results are consistent with the findings of Gathoni (2012); Asfaw, Argaw and Bayissa, (2015); Gitonga (2015) and Obiageli, Uzochukwu and Ngozi (2015) who in their studies found that reward system human resource development, working environment, work life balance and employee motivation positively affected the overall performance of the employees in an institution.

Table 3 shows the results of Analysis of Variance (ANOVA).

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.172	4	1.793	34.975	.000b
	Residual	6.716	131	0.051		
	Total	13.888	135			

The ANOVA results in Table 3 show that the general model was statistically significant. Further, the outcomes suggest that the independent variables were good indicators of job Performance. This was supported by an F statistic of 34.975 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level

The Multiple Regression of Coefficient is presented in Table 4

Table 4: Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant)	0.318	0.152		2.09	0.039
Reward system	0.158	0.071	0.183	2.244	0.027
Human resource development	0.251	0.077	0.253	3.258	0.001
Work environment	0.257	0.081	0.268	3.175	0.002
Life balance	0.176	0.077	0.18	2.301	0.023

$$Y=0.318 + 0.158X_1 + 0.251X_2 + 0.257X_3 + 0.176X_4$$

Where:

Y= Employee Performance

X₁= Reward System

X₂= Human resource development

X₃= Work Environment

X₄= Work life Balance

Regression of coefficients results in Table 4 shows that reward systems and employee performance are positively and significantly related ($\beta = 0.158$, $p=0.071$). Further human resource development and employee Performance are positively and significantly related ($\beta = 0.251$, $p=0.077$). Similarly, the results show that the work environment and employee performance is positively and significantly related ($\beta = 0.257$, $p=0.081$). Finally, Work Life Balance is positively and significantly related to employee performance ($\beta = 0.176$, $p=0.077$). This implies that an improvement in reward systems, human resource development, work environment and life balance leads to an increase in employee performance. The regression results are consistent with those of Muhammad and Wajidi (2013) that revealed employee satisfaction is one of the foundations of labor improvement in organizations and is considered to be the most significant asset in an organization that should be highly valued. Rhoades and Eisenberger (2012) established that the presence of career growth opportunities like training in the organization's aids in minimizing employee turnover rates. According to Solanki (2013) the top management has the role of ensuring that the needs of the business correspond with the employee's career objectives to provide a balanced work atmosphere and they identify the knowledge, skills and experience employees require functioning at their best

5.1 Conclusions

Based on the findings, the study concludes that the reward system is positive and significant related to employee performance in East African Portland Cement Company. Both the correlation results and regression showed a positive and significant relationship between the reward systems and employee performance. The results showed that East Portland Cement Company had a weak rewarding system that has significantly contributed to its poor performance. Employees in the company demonstrated for low salaries, harsh working environment and poor remunerations that made the company to record a 25 percent decline in

revenue from Sh6.93 billion to Sh5.18 billion for the year ending June 2018 (NSE, 2018). This means that rewarding systems is essential in any of the organizations and should be given priority.

The correlation results, a positive and significant relationship existed between human resource, development and job performance. The regression results showed human resource development and employee Performance was positively and significantly related. Most of the respondents disagreed with the statements of human resource development in the company meaning the company was taking much consideration in training of the employees. Therefore, the poor performance of the company can be related to lack of human resource development of the employees. Studies have established that coaching, mentoring, training programs job rotations and transfers, conference training, training facilities, assessment centers and professional courses positively influenced employee performance of the employees in the organizations.

The correlation results presented a positive and significant relationship between the work environment and employee performance. Furthermore, the regression results from the study posited a positive and significant connection among work the work environment and employee performance. From the descriptive results, it was established that majority of the respondents disagreed with the statement in the questionnaire implying the working condition at East Africa Portland Company was not so much conducive to the employees. From these findings, it can be established deprived working conditions have attributed poor performance in the company. The working conditions are very critical to the satisfaction of the employees, which translates to good performance.

Finally, the study concludes that work life balance is crucial in enhancing the employee performance of the employees. From the findings, it was established that both the correlation and regression results had a positive and significant relationship with employee performance. Most of the respondents in the questionnaire showed that the company did not practice the work life balance as required. The respondents disagreed with most of the statement and this indicates that the poor performance in the company has been attributed by lack of the work life balance. Work life balance practice is an essential factor in increasing employee performance. The finding of the study further showed a positive connection between work life balance and employee performance. Furthermore, there is a requirement for efficient push to upgrade the work life balance of the employee to accomplish better employee performance.

6.1 Recommendations

The study recommends that staff reward system on employees' performance at East African Portland Cement Company should be reviewed. The company can increase the salaries of the employees; improve the pension schemes of the staffs and the housing allowance. In addition, the company should improve the packages of medical insurance to the employees and also the study recommends that management at East African Portland Cement Company should invest more into building employees' professional capacity and capabilities, enhance and build trust in their employees' ability to perform their duties, in addition to providing sufficient recognition towards employees for work well done. This will not only motivate the employees but will also establish a sense of achievement that will further enhance performance. Further, the study recommends that management at East African Portland Cement Company enhance their extrinsic reward mechanisms by investing more in salaries and wages that show management commitment to rewarding work in an equitable manner; enhance paid vacations not only for managers, but

also employees based on set performance criteria, and also invest in paid leave and bonuses as a way of motivation.

Additionally, the study recommends that the management of East African Portland Cement Company should increase the number of training of the employees. Management of the company to invest in providing their employees with the necessary training which is relevant to their job. Besides, the management and stakeholders of the company should ensure their employees are regularly inducted and subjected to refresher courses as a way of increasing their output.

Furthermore, the study recommended that the East African Portland Cement Company should ensure the working environment is conducive for the employees. The employees will be highly motivated to work in the places with adequate drinking water, good lighting, ventilation and the canteen docility. Finally, work life balance was positive and significant related to employee performance and thus, the company can find establish best work life balance among the employees. This study recommends that East African Portland Cement Company should develop measures that render the work environment more conducive and train managers on how to create and nurture the relationship with employees as well. There is also a need to train managers and supervisors on effective ways of coaching and mentoring employees for improved performance.

7.1 References

- Arham, A. F., Nazri, N. M., & Rahman, M. F. A. (2018). Measuring the Factors of Employees' Job Satisfaction among Lecturers in UiTM Melaka. *International Journal of Academic Research in Business and Social Sciences*, 8(10), 175 -183
- Azeem, S. M., & Akhtar, N. (2014). The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees. *International Journal of Human Resource Studies*, 4(2), 18 -26.
- Bassett-Jones, N., & Lloyd, G. C. (2005). Does Herzberg's motivation theory have staying power?. *Journal of management development*, 24(10), 929-943.
- Bell, R., & Martin, J. (2012). The relevance of scientific management and equity theory in everyday managerial communication situations. *Journal of Management Policy and Practice*, 13(3).
- Chebet (2015). *Determinants of Employees' Performance in The County Governments of Kenya; A Case of Bungoma County*. (Unpublished Master Thesis. University of Nairobi).
- Cole, G. A. (2004). *Management theory and practice*. Cengage Learning EMEA
- Dartey-Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.
- Falola, H. O., Osibanjo, A. O., & Ojo, S. I. (2014). Effectiveness of human resource development on employees' performance and organization competitiveness in the Nigerian banking industry. *Bulletin of the Transilvania University of Brasov. Economic Sciences. Series V*, 7(1), 161 -169.
- Fapohunda, T. M. (2014). An exploration of the effects of work life balance on productivity. *Journal of Human Resources Management and Labor Studies*, 2(2), 71-89.
- Gathoni, N. L. (2012). *Perceived effect of performance management practices on employee satisfaction at Swedish Cooperative Centre* (Doctoral dissertation, University of Nairobi).

- Guha, A. B. (2010). Motivators and Hygiene Factors of Generation X and Generation Y-The Test of Two-Factor Theory. *Vilakshan: The XIMB Journal of Management*, 7(2),94-103
- Gurland, S. T. (2008). Self-determined work motivation predicts job outcomes, but what predicts self-determined work motivation? *Journal of research in personality*, 42(4), 1109-1115.
- Guy, M. E., & Mastracci, S. H. (2018). Making the Affective Turn: The Importance of Feelings in Theory, Praxis, and Citizenship. *Administrative Theory & Praxis*, 40(4), 281-288.
- Haneda, S., & Ito, K. (2018). Organizational and human resource management and innovation: Which management practices are linked to product and/or process innovation? *Research Policy*, 47(1), 194-208.
- Igella, R. (2014). *Factors influencing employee satisfaction: A case of Kenya civil aviation authority* (Doctoral dissertation, United States International University-Africa)
- Ismajli, N., Zekiri, J., Qosja, E., & Krasniqi, I. (2015). The importance of recognition factors on employee performance in Kosovo municipalities. *Journal of Political Sciences & Public Affairs*, 3 (2), 145 -153
- Kipkemoi R. T. (2017). *Effects of Procurement Practices on Organizational Performance Within the Public Sector: A Case of East African Portland Cement Company Limited* (Doctoral dissertation, MUA).
- Kiruja, E. K., & Mukuru, E. (2018). Effect of recognition on employee performance in public middle level Technical Training Institutions in Kenya. *IJAME. International Journal of Advances in Management and Economics*, 2 (4) 73-82.
- Kuria E. (2011) *Factors influencing the level of job satisfaction of the deputy head teachers of the public secondary schools in Kenya*. (Unpublished thesis, Kenyatta University)
- Leder, S., Newsham, G. R., Veitch, J. A., Mancini, S., & Charles, K. E. (2016). Effects of office environment on employee satisfaction: a new analysis. *Building research & information*, 44(1), 34-50.
- Maina, S.K. (2016). *The effects of Remuneration factors on performance of employees* (Doctoral dissertation, Kenyatta University)
- Mainya, W. D. A. (2016). *Factors Which Influence Employee Performance In The Manufacturing Industry: A Case East African Portland Cement Company* (Doctoral dissertation, United States International University-Africa).
- Miah, M. (2018) The impact of employee job satisfaction toward organizational performance: A study of private sector employees in Kuching, East Malaysia. *International Journal of Scientific and Research Publications*, 8 (12),270 -278
- Mmbusa, M. I. (2019). *Influence of compensation strategies on employee's performance in the public health sector in Nairobi City County, Kenya*. (Doctoral dissertation, Kenyatta University).
- Muchiri, H. (2017). *Effects of Rewards on Employee Performance in the Hospitality Industry: A Case of Nairobi Serena Hotel*. (Doctoral dissertation, United States International University-Africa).
- Muda, I., Rafiki, A., & Harahap, M. R. (2014). Factors influencing employees' performance: a study on the Islamic Banks in Indonesia. *International Journal of Business and Social Science*, 5(2), 140 -152.

- Mukuru, E., & Kiruja, E. K. (2013). Effect of Recognition on Employee Performance in Public Middle Level Technical Training Institution in Kenya. *International Journal of Advance in Management and Economic*, 2(4), 73-82.
- Murphy, B. (2015). *The impact of reward systems on employee performance* (Doctoral dissertation, Dublin Business School).
- Mwangi, S. (2017). *The Influence of Training and Development on Employee Performance: A Case of Somalia Non-Governmental Organization Consortium in Nairobi*. (Doctoral dissertation, United States International University-Africa).
- Mwangi, S. J, Njenga, K. P, Chepkilot, E.K. & Koima, W, M (2017). *The Effect of Workplace Environment on Employee Performance in The Mobile Telecommunication Firms in Nairobi City Council*. (Unpublished Master Thesis, University of Nairobi)
- Mwende, I. C. (2015). *Influence of Motivation on Employee Performance in Non-Governmental Institutions: A Case of Kenya Tenri Society in Embu County*. *International Journal of Computing and Business Research*, 2(3), 229-236.
- Nabilah, N., & Saman, K. (2017). *A study on relationship of workload, rewards and career development towards job satisfaction among academic staff in public institution, Kedah* (Doctoral dissertation, Universiti Utara Malaysia).
- Nafukho, F. M., Hairston, N., & Brooks, K. (2004). Human capital theory: Implications for human resource development. *Human Resource Development International*, 7(4), 545-551.
- Nanzushi, C. (2015). *The effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi city county*. (Unpublished master's thesis, University of Nairobi).
- Ndulue, T. I., & Ekechukwu, H. C. (2016). Impact of Job Satisfaction on Employees Performance: A Study of Nigerian Breweries Plc Kaduna State Branch, Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(3820), 1-11.
- Nouaili, M. A., Abaoub, E., & Anis, O. C. H. I. (2015). The determinants of banking performance in front of financial changes: Case of Trade Banks in Tunisia. *International Journal of Economics and Financial Issues*, 5(2), 410-417.
- Nutsuklo, P. A. (2015). Factors Affecting Job Satisfaction among Teachers of some selected Senior High Schools in Accra. (Master Thesis, University of Ghana).
- Nyamunga, R. O. (2016). Factors Affecting the Performance of Employees of County Governments: A Case Study of Kisumu County. (Doctoral dissertation, United States International University-Africa).
- Obiageli, O. L., Uzochukwu, O. C., & Ngozi, C. D. (2015). Work life balance and employee performance in selected commercial banks in Lagos State. *European Journal of Research and Reflection in Management Sciences Vol*, 3(4) 45 -51.
- Obwoyere, R. A. (2016). Effect of organizational commitment on employee turnover intention: a case of county government of Nakuru, Kenya (Doctoral dissertation. Egerton).
- Ojwang', O. R. (2013). Factors influencing job satisfaction among public secondary school teachers in Teso north sub county Busia County. (Unpublished Project: University of Nairobi).
- Okech, T. C., & Njururi, E. (2016). Determinants of employee productivity in Kenya's Private Limited Companies in the Manufacturing Sector. *International Journal of Economics*,

- Polachek, S. W. (1981). Occupational self-selection: A human capital approach to sex differences in occupational structure. *The review of Economics and Statistics*, 5(2) 60-69.
- Rhoades, L., & Eisenberger, R. (2012). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- Ruthankoon, R., & Olu Ogunlana, S. (2003). Testing Herzberg's two-factor theory in the Thai construction industry. *Engineering, Construction and Architectural Management*, 10(5), 333-341.
- Santos, A., Powell, J. A., & Sarshar, M. (2002). Evolution of management theory: the case of production management in construction. *Management Decision*, 40(8), 788-796.
- Shaikh, M. R., Tunio, R. A., & Shah, I. A. (2017). Factors Affecting to Employee's Performance. A Study of Islamic Banks. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 7(1), 312-321.
- Steel, P., & König, C. J. (2006). Integrating theories of motivation. *Academy of management review*, 31(4), 889-913..
- Steers, R. M., Mowday, R. T., & Shapiro, D. L. (2004). The future of work motivation theory. *Academy of Management review*, 29(3), 379-387.
- Suthar, B. K., Chakravarthi, T. L., & Pradhan, S. (2014). Impacts of Job Analysis on Organizational Performance: An Inquiry on Indian Public Sector Enterprises. *Procedia Economics and Finance*, 11(4), 166-181.
- Sweetland, S. R. (1996). Human capital theory: Foundations of a field of inquiry. *Review of educational research*, 66(3), 341-359.
- Vansteenkiste, M., Neyrinck, B., Niemiec, C. P., Soenens, B., De Witte, H., & Van den Broeck, A. (2007). On the relations among work value orientations, psychological need satisfaction and job outcomes: A self-determination theory approach & Locke's Value Theory. *Journal of occupational and organizational psychology*, 80(2), 251-277.
- Yusoff, W. F. W., Kian, T. S., & Idris, M. T. M. (2013). Herzberg's two factors theory on work motivation: does its work for today's environment. *Global journal of commerce and Management*, 2(5), 18-22.