

**JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN THE
TELECOMMUNICATION SECTOR IN KENYA: A CASE OF TELKOM KENYA
LTD.**

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DECLARATION

I, the undersigned, declare that this Research project is my original work and that it has not been presented in any other university or institution for academic credit.

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DEDICATION

This work is dedicated to my late mother Consolata. O. Otera I am truly indebted to your encouragement towards education.

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ABBREVIATIONS

KPI	Key Performance Indicators
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Economic Rewards: These are monetary items given to employees to motivate them in the workplace. They include salary, bonuses and overtime pay. assert that economic rewards act as primary factors of motivation for human behavior.

Employee Performance: The outcome of an employee's activities in the work environment

Interpersonal Relations: Interpersonal relationships involve association and cooperation between individuals in order to manage conflicts and encourage information sharing

Job satisfaction: The level of happiness derived from a particular job or task that an employee handles.

Organizational Commitment: The psychological attachment that employees may have with the organization.

Personal Fulfillment: Personal fulfillment refers to a situation whereby the employee enjoys the least stressors in the workplace hence enabling them to perform in a more productive manner.

Abstract

Globalization and increased e-commerce has heightened the level of competition between organizations as they seek to have a competitive advantage over their peers in the industry. Subsequently, the need to attain company objectives has become paramount and therefore the productivity and performance of employees has become a key aspect for human resource management. The telecommunication sector in Kenya has transformed significantly over the past two decades and many companies have been operating in Kenya but some have failed to thrive. The industry has companies that have proven profitable over the years while some have struggled in the same market. Telkom Kenya Limited has operated in Kenya since 1999 but has not been able to become the dominant firm in this industry. Subsequently, this research focuses on Telkom Kenya Ltd. The main objective was to explore the effect of Job Satisfaction Dimensions on Employee Performance among employees in the telecommunication sector in Kenya. The performance of employees is dependent on several dimensions that constitute their job satisfaction. The dimensions include economic rewards, interpersonal relationships, personal fulfillment and organizational commitment. The specific objectives of the study were: to assess the effect of economic rewards, interpersonal relations, personal fulfillment and organizational commitment on Employee Performance among employees at Telkom Kenya. The main theories used in this research are Equity theory that is linked with this study as it helps define the particular behaviors that affect performance exhibited by employees in regards to their level of satisfaction. The other theory is Herzberg's theory which is relevant to this study as it explains the motivating factors that guide employees in the telecommunication sector. The scope of the research is limited to the technical department at Telkom Kenya Ltd. In order to achieve the objectives of the study a descriptive research design was adopted. The target population of the study was the 670 staff members of the technical department at Telkom Kenya Ltd. The target population comprised of supervisors and technicians in the department. Subsequently, stratified random sampling was adopted in order to generate a representative sample for the study. Questionnaires were used to collect data and comprised of open and closed-ended questions. The research instrument was pilot tested before the actual data collection in order to ascertain its level of reliability and validity. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) version 23 software. Multiple regressions were used to measure the strength of the relationship existing between the independent and dependent variables. The study established that economic rewards, interpersonal relations, personal fulfillment and organizational commitment were positively associated with employee performance. The study recommends that organizations put more emphasis on the reward systems adopted for their employees as this affects their satisfaction levels and performance. Moreover, organizations must monitor the conflict management structures in order to heighten positive relations in the workplace. Organizations should also endeavor to create conducive working environment that encourages use of employee skills and knowledge on the right job tasks.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The level of an organization's productivity determines its ability to achieve its objectives efficiently. Organizations depend on the human capital of the employees in ensuring processes are implemented effectively. Human capital in an organization is made up of the knowledge, skills and competencies held by the employees. Human capital is integral in an organizations ability to attain competitive advantage over its peers in the industry (Coff & Raffiee, 2015).The nature of some industries such as telecommunication sector necessitates firm-specific skills as part of the human capital in order to attain and sustain competitive advantage. Firm-specific human capital is advantageous to an organization as it reduces mobility of employee's hence lowers turnover (Coff & Raffiee, 2015). On the other hand, organizations still require having employees with general human capital. This mixture of human capital is integral in the productivity and efficiency of an organization. In order to maximize on the human capital mix available in an organization it is imperative that the management endeavor to motivate the workforce and heighten the level of job satisfaction (Collings & Mellahi, 2009).

Job satisfaction is a manifestation of an employee's attitude towards their position in the firm and this affects the level of performance. Scholarly studies have previously been conducted with employee job satisfaction being the main study variable (Chen, 2008; Rich *et al.*, 2010). Employee satisfaction in their job impacts on the overall performance of the organization. On the other hand, most organizations focus on generating profits rather than ensuring their employees are satisfied in their job positions. Most organizations have modeled their operations structure around the concept of Taylorism. (Jeston, 2014). .

Taylorism focuses on improving efficiency in production by exerting extra control on labor by viewing human capital as inputs in the system rather than human assets (Werner & DeSimone, 2011). Subsequently the welfare of employees fails to be given enough attention as required. This has led to increased labor turnover in organizations in different sectors including the telecommunication sector. It is imperative that the top management of every organization ensure employee job satisfaction in order to increase the performance and effectiveness in the organization. Sonnentag *et al.* (2008) have described Employee Performance as a multi-dimensional concept that describes how an individual completes a particular task with the focus being on skills, initiatives, efficiency and the utilized resources. Bhat and Beri (2016) further posit that motivation, opportunity in the organization and the capacity to perform significantly affect Employee Performance in the workplace.

2.1.1 Employee Job Performance

The ability of an organization to attain its objectives relies heavily on the productivity levels of the individual employee. Subsequently, individual employee performance is integral in attaining organization objectives Xiaojun, (2017). Employee Performance depends on the level of motivation each individual is exposed to in the organization. Job tasks that are deemed interesting motivate employees and they perform better in such jobs (Menges *et al.*, 2017). There is extensive empirical evidence linking intrinsic motivation to better Employee Performance among employees. Intrinsic motivation correlates with improved Employee Performance as the employee's are more industrious and smarter in terms of how they handle different tasks (Menges *et al.*, 2017).

Consequently, improved productivity leads to an increase in the profitability of the organization. Employee Performance can be measured through assessment by supervisors or through objective performance data such as sales volume (Xiaojun, 2017). Measuring

Employee Performance is vital as it helps determine whether the organization is utilizing fully the skills and competencies of the employees.

Employee Performance includes aspects such as core task behaviours, counterproductive behaviours and citizenship behaviours (Ng, & Feldman, 2009). Core task performance defines basic duties that are required in a particular job while citizenship performance defines the extra behaviors that employees may engage in job tasks beyond their core tasks. Citizenship performance promotes and heightens effectiveness in an organization (Ariani, 2013). On the other hand, counterproductive performance by an employee defines voluntary behaviour that can harm the status of the organization.

Banerjee and Mehta, (2016) asserts that performance levels of dissatisfied employees are poor since there is a high rate of absenteeism among such employees. Moreover, such employees are characterized by increased rate of errors in their work, poor concentration and planning. These exacerbate the negative performance of the employees in the organizations. Ng, and Feldman (2009), on the other hand, asserts that education level is negatively related with absenteeism and on-the-job substance abuse. The study recommended that organization management seek having a highly educated workforce as it correlates with better Employee Performance.

Heidemeier and Bittner, (2012) assert that goal orientations in the workplace predict employee Performance. Goal orientation determines the skills acquisition for an employee which further predicts the level of Employee Performance. Skilled employees have better performance in the workplace as their levels of errors are significantly reduced. Employees who are goal-orientated in the workplace perform better in their tasks as they incorporate learning in their work and hence become better in the task performance. Subsequently, the overall Employee Performance in the organization is heightened.

2.1.2 Job Satisfaction

The Job satisfaction refers to the employee's individual feelings towards their job positions (Sajid & Siddiqui, 2017). Employees will at times have moments of happiness towards their jobs or frustration and this may last for an extended period depending on the job environment existing in the organization. Job satisfaction relies on a combination of factors including environmental circumstances in the organization, and psychological aspects such as interpersonal relations existing in the organization (Sajid & Siddiqui, 2017). An employee's individual cognitive, affective and evaluative reactions towards their particular jobs in the organization determine their job satisfaction (Grujičić *et al.*, 2016). The cognitive aspects include the employee's personal beliefs and assumptions towards the work they handle; affective aspects refer to the emotions the employee's have about the work while evaluative aspects refer to job assessment.

Jobs satisfaction is a determinant of employees' motivation in their work and this determines their level of efficiency and productivity. Grujičić *et al.* (2016) defines motivation of the employee as representing the process of instigating human activities towards attaining specific goals and objectives. Subsequently, there is a significant relationship existing between the job satisfaction level of the employee and their psychological state which is reliant on aspects such interpersonal relations, financial reward, organizational commitment and personal fulfillment.

These four dimensions are significant aspects of job satisfaction that determine the behavior and actions of an employee in the workplace. Previous studies on job satisfaction have mostly focused on motivation (Octaviannand *et al.*, 2017; Stankovska *et al.*, 2017; Asgari *et al.*, 2017). The specific Job Satisfaction Dimensions have not been studied comprehensively. Subsequently, aspects such as economic rewards for employees, interpersonal relationship in the workplace, personal fulfillment and organizational commitment are the specific Job

Satisfaction Dimensions that are explored in this research. These dimensions are vital for the study since they focus on the intrinsic and extrinsic aspects of job satisfaction.

Economic rewards for employees are integral in heightening their motivation and Employee Performance. Economic rewards include bonus payouts, overtime and salary increments. Every company should set-up reward systems that would benefit employees (Choma & Baruah, 2014). Economic rewards are dependent on the reward systems and the compensation management employed in the organization. Well compensated employees exhibit a higher purchasing power as they have extra income to spend. On the other hand, interpersonal relationships in the workplace build upon the working environment and impact the Employee Performance levels. Interpersonal relations in the workplace can bring about co-operation, unity or conflict (Emilova, 2014). Interpersonal relations are dependent on the social environment that is established in the workplace. Employees who work in a favorable environment are able to maximize on their abilities and perform much better hence their Employee Performance is greater (Mandhanya, 2015). On the other hand, interpersonal relations that yield conflict make it difficult for employees to collaborate on tasks thereby affecting Employee Performance negatively.

Personal fulfillment levels among employees impact Employee Performance as they are a manifestation of the workplace environment. Employees who have low fulfillment are characterized by being more stressed in the workplace and this impact on the working environment (Davenport, 2015). The support employees get from their peers in the workplace is integral in the process of alleviating stress levels. This leads to increased personal fulfillment and increased attachment to the organization. The employee's commitment to the organization significantly affects the performance of such individuals. Organizational commitment binds the employee to the objectives and vision of the organization and this impact on their Employee Performance (Sajid & Siddiqui, 2017). Employees that are

committed to the organization are more productive as they are aligned with the organization targets. Moreover, such employees have increased emotional attachment to the organization and this increases their levels of retention and involvement in tasks.

2.1.3 Telkom Kenya Limited

The telecommunication sector in Kenya has exhibited a high growth rate in the recent past and has been impacted by cross-sector competitive relationships. Subsequently, companies in the sector have evolved to provide a variety of services including money transfer services, internet services and mobile telephone services in order to have competitive advantage. One of the major players in this sector is Telkom Kenya Ltd. Telkom Ltd was established in April 1999 as a telecommunications operator. The company is 60% owned by Helios Investment partners while the government of Kenya owns 40% (Telkom, 2017). The company provides integrated telecommunication services for corporate and residential customers in Kenya.

Telkom Ltd main objective is to connect people that are involved in keeping Kenya on the move (Mlaghui, 2017). The company achieves this function through the provision of integrated telecommunications solutions to SMEs, large corporate, individuals and the government. Telkom Kenya Ltd boasts of being a business enabler through the provision of world class solutions for the modern day business customer. The company is founded on robust and consumer-centric ethos and is committed to the provision of innovative and accessible communication solutions. The company strategy involves the continuous development of its product portfolio with a view of renewing growth. Telkom Kenya Ltd has a robust presence in the 47 counties that form the republic of Kenya where it covers both data and voice channels (Telkom, 2017).

Telkom Ltd strategy focuses on expanding its network coverage in Kenya through an investment of \$ 50 million with a view of growing its market share and growing its corporate

and SMEs clients (Muhatia, 2017). Moreover, the company seeks to boost its network efficiency in order to improve its competitive advantage against the two dominant companies in the sector; Safaricom and Airtel Kenya. The company uses three KPIs to ensure the success of its business strategy: call retainability, call set-up and the perceived call quality by the customer (Muhatia, 2017).

2.2 Statement of the Problem

Telkom Ltd was the first mobile telecommunication corporation to operate in Kenya yet over time it has failed to maintain competitive advantage over its peers such as Safaricom. Job performance in the company is a significant determinant of its profitability and competitive edge in the industry. The performance of Telkom Kenya has been lagging behind its peers as the company has had to restructure due to its inability to meet stakeholder expectations (Kimutai, 2010). Limited research has been conducted with a specific focus on Telkom Kenya Ltd. Moreover, there has been limited research on the specific challenges affecting the employee Performance in this sector among employees. Several studies have been conducted on job satisfaction and employee Performance by different scholars (Alessandri, Borgogni, & Latham, 2017; Menguc, Auh, Katsikeas, & Yeon Sung, 2016; Zeb, & Yasmin, 2016). The studies focused on the impact of job satisfaction on employee Performance. The studies failed to appreciate the broad nature of job satisfaction and its different dimensions. Therefore, organizations using information from these studies are unable to differentiate the specific job satisfaction dimensions that they can leverage on for improved Employee Performance.

Subsequently, this research is more specific on the Job Satisfaction Dimensions that have an impact on employee Performance. It seeks to identify the effect of four job satisfaction dimensions namely: economic rewards, interpersonal relationships, personal fulfillment and organization commitment, on employee Performance among employees in the

telecommunication sector. The research seeks to establish whether these specific job satisfaction dimensions affect job performance positively or not in the telecommunication sector in Kenya. The research will explore respondents from Telkom Kenya Ltd specifically the technical department. This research is vital in establishing the job satisfaction dimensions that the company can seek to improve on in order to heighten the overall performance of its employees.

2.3 Objectives of the Study

2.3.1 General Objective

To explore the effect of Job Satisfaction Dimensions on Employee Performance among employees in the telecommunication sector in Kenya.

2.3.2 Specific Objectives

- i. To assess the effect of economic rewards on the level of Employee Performance in the telecommunication sector in Kenya.
- ii. To determine the effect of interpersonal relations on the level of Employee Performance in the telecommunication sector in Kenya.
- iii. To examine the role of personal fulfilment on Employee Performance in the telecommunication sector in Kenya.
- iv. To establish organizational commitment and its effect on the level of Employee Performance in the telecommunication sector in Kenya.

2.4 Research Questions

The study seeks to answer the following research questions:

- i. What is the effect of economic rewards on Employee Performance in the telecommunication sector in Kenya?
- ii. What is the effect of interpersonal relations on Employee Performance in the telecommunication sector in Kenya?
- iii. What is the effect of personal fulfilment on Employee Performance in the telecommunication sector in Kenya?
- iv. What is the effect of organizational commitment on Employee Performance in the telecommunication sector in Kenya?

2.5 Scope of the Study

The focus of this research is to explore the effect of four distinct Job Satisfaction Dimensions among employees on Employee Performance. The Job Satisfaction Dimensions studied were economic aspects (rewards), interpersonal relationships, personal fulfillment and organizational commitment. The influence of these Job Satisfaction Dimensions on Employee Performance in the telecommunication sector in Kenya. The study was bound within the Telkom Kenya Ltd located at Telkom Plaza, the headquarters of the company.

2.6 Significance of the Study

This study seeks to establish the specific aspects of job satisfaction that contribute to improved productivity and performance of employees in the telecommunication sector in Kenya. Subsequently, its findings will add knowledge to human resources management in the corporate field and scholars on the most appropriate performance-based reward systems to employ in their organizations. The study will further contribute to the existing knowledge of

employee performance evaluation in relation to job satisfaction. Moreover, the study will aid other organizations in determining the best systems to employ in order to heighten employee job satisfaction as this has a positive impact on performance and productivity. This will enable more organizations attain competitive advantage over their peers in their respective sectors.

2.7 Limitation of the Study

The data collection process included open ended questions where respondents were able to self-report. Subsequently, data accuracy was a major limitation to the study. In order to overcome this constraint, the researcher conducted a pre-test of the data collection tool in order to improve the process. The organizational culture of Telkom Kenya Ltd served as a limitation to the study since it affected the response and attitude of the respondents. Subsequently, some of the findings may fail to be generalizable to the telecommunication sector.

2.8 Organization of the Study

This research sought to explore four Job Satisfaction Dimensions and how they impact the Performance of employees in organizations in the telecommunication sector. The organization of the project is as follows. Chapter one introduces the topic and provides a background on the study. The second chapter provides theories that are relevant to the study and also provides supporting empirical literature linked to the research. The third chapter describes the methodology adopted in conducting the research and the process of data collection. The fourth chapter shows the data analysis process that would help in converting the raw data collected into information that can be statistically interpreted. The fifth chapter

provides findings of the research based on the interpreted data and further provides recommendations drawn from the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explores theories and empirical studies that touch on employee job satisfaction and Employee Performance. The chapter further outlines the conceptual framework and summary of the literature reviewed.

2.2 Theoretical Framework

This section explores different theories and models that correlate with employee job satisfaction and performance. The theories discussed include equity theory, Herzberg theory and expectancy theory of motivation.

2.2.1 Equity Theory

The equity theory was conceptualized by John Stacey Adams in 1963 and seeks to explain employee motivation in regards to how they perceive the organization treats them in the workplace (Skiba, & Rosenberg, 2011). The theory proposes that motivation for an employee is not purely a function of the rewards the individual attains. According to the equity theory, motivation in the workplace is a function of how the employees view their ratio of outcomes to the inputs. This implies that employees compare the rewards they receive from working in the organization in relation to the effort they put in the job.

Moreover, employees view their ratio of outcomes to inputs in relation to the ratio of outcomes to inputs of their referents (Skiba, & Rosenberg, 2011). Therefore, employees

compare their ratio of outcomes to inputs and compare with that of their peers to tell whether they are being treated fairly by the organization in which they work. Apart from their peers in the organization, employees may also have other referents to compare with including family members and persons with similar positions but in different organizations. On the other hand, employees may evaluate how well they meet their individual needs with their current level of remuneration in relation to their pay history or consider the compensation plan existing in the organization.

According to the equity model, employees can distinguish between an over-reward and an under-reward. Therefore, when the employees perceive an under-reward which also represents inequity, they are likely to adopt an action that is meant to restore equity (Skiba, & Rosenberg, 2011). One of the most significant methods that employees are likely to take in ensuring equity is to reduce the effort they put in their jobs. On the other hand, the employees may request an increase in rewards for the effort they put into the job and this translates to negotiation for increase in wages or bonuses (Skiba, & Rosenberg, 2011). The equity theory proposes that if equity is not restored through an increase in outcomes or reduction of inputs then the employee is inclined to abandon their job positions. The equity theory is linked with this study as it helps define the particular behaviours that affect performance exhibited by employees in regards to their level of satisfaction. The equity theory concept is linked to the variables of personal fulfilment and economic aspects in this study. Moreover, the equity theory is directly linked to this study as it helps explain the course of employees in the organization and the correlation between their job satisfaction and performance.

2.2.2 Herzberg's Two Factor Theory

Herzberg conducted a study in the twentieth century that sought to explore job satisfaction among different professions in Pittsburg namely engineers and accountants (Evans & Olumide-Aluko, 2010). Herzberg came to the conclusion that it was scientifically wrong to assume that variables in the opposing state were necessarily operating as two different ends of one continuum. Consequently, Herzberg conceptualized the two-factor theory also called the motivation-hygiene theory. The two-factor theory is premised on the fact that there exist two distinct continua on which to place job satisfaction and dissatisfaction (Evans & Olumide-Aluko, 2010). This is because the factors that promote job satisfaction are different from those that bring about job dissatisfaction.

Herzberg two-factor theory proposes that when job satisfaction factors reduce, the individual employee only moves to a neutral state of job satisfaction otherwise termed as 'no satisfaction' and this is not necessarily a state of job dissatisfaction (Evans, & Olumide-Aluko, 2010). On the other hand, whenever the factors leading to dissatisfaction for the employee are reduced, the affected individual moves to a state 'no dissatisfaction' or neutral state of dissatisfaction rather than a state that can be described as satisfaction (Richard, 2012).

Herzberg's theory identifies motivation factors and hygiene factors that affect the satisfaction level of employees in the workplace. Motivation factors include aspects that promote job satisfaction and these include achievement, responsibility and career advancement, recognition and the work itself (Evans, & Olumide-Aluko, 2010). Such factors are intrinsic and serve as the only factors that motivate individuals to work and also gain job satisfaction. On the other hand, hygiene factors are extrinsic to work performed and includes salary, interpersonal relations, working conditions, supervision and administrative policies in the organization (Saglam, 2008).

Therefore, by applying the assumptions of the theory to this study one is able to understand the changes in job satisfaction of employees based on the particular dimension explored. Herzberg theory is linked to the four job satisfaction dimensions that form part of this research. Herzberg theory is relevant to the study as it explains the motivating factors that guide employees in the telecommunication sector.

2.2.3 Expectancy Theory of Motivation

The expectancy theory of motivation was proposed by Vroom (1964) and it provides a theoretical basis for developing a conceptual framework of motivation together with a measurable mathematical model (Hsiu-Li *et al.*, 2011). The theory suggests that the expenditure of a person's effort is determined by the expected outcomes coupled with the value placed in such outcomes by the individual. The determination of the amount of effort individuals exert is based on a systematic analysis of the value of rewards expected from the process, the probability that rewards will be generated from the outcomes and the probability of attaining the outcomes through individuals' efforts and actions (Hsiu-Li *et al.*, 2011).

The expectancy theory by Vroom (1964) posits that individual employees in the organization will perform different tasks if they are expected, if they have the ability, if they have an opportunity to do the task and if they believe that their efforts in the tasks will be rewarded (Johnson, 2009). Subsequently, employees will be more productive when they deem the reward to be commensurate with their efforts. The employee must be provided with sufficient opportunity to develop the specific work output and this is reliant on favourable circumstances to achievement of the task. The employee must also have the ability in terms of skills and expertise to perform the task.

Johnson (2009) asserts that instrumentality of performance must exist whereby the worker is able to see the relationship between performing the task and receiving a particular

outcome. Furthermore, according to the theory, a reward-cost balance must exist whereby the work output is deemed appropriate by the employee (Johnson, 2009). According to Hsiu-Li *et al.*, (2011) the expectancy theory is a predictor of various variables including: Employee Performance, job effort, job satisfaction, occupational choice, leadership behaviour and effectiveness. Subsequently, the theory is applicable to the current study as it is a predictor of the main independent variable job satisfaction and the dependent variable employee Performance.

2.3 Empirical Review

This section explores scholarly literature related to the dimensions of the independent variable job satisfaction including economic aspects, interpersonal relations, personal fulfilment and organizational commitment. It also explores the dependent variable Employee Performance.

2.3.1 Economic Rewards and Employee Performance

Sarmad *et al.* (2016) conducted an empirical study to reveal the effect of compensation and motivation on the rate of employee retention in oil corporations in the public sector. After collecting data from 112 employees they established that enhancement in employee motivation level and practical management of compensation yields improvement in the retention of employees. Samad *et al.* (2016) assert that organizations to foster retention of high quality individuals by ensuring they value their skills and knowledge.

Subsequently, compensation of employees should be linked with a skills and knowledge based system. This is because a good pay is deemed as a monetary reward a worker looks forward to and therefore affects retention in the organization. Employers can influence

employee attitude through compensation; higher pay is an attraction for incumbent employees (Samad *et al.*, 2016).

Chomal and Baruah, (2014) assert that organizations should adopt reward systems for their employees since they make employees more productive hence improving the competitive advantage of the company. Competitiveness of the organization is improved when performance-based compensation is adopted since corporations are able to cut costs, restructure and further boost performance. Reward systems must focus on intrinsic and extrinsic rewards in order to motivate the workforce (Chomal & Baruah, 2014). Job satisfaction correlates with an individual's feelings regarding the rewards they receive from the job and affects productivity of the employee. Chomal and Baruah, (2014) posit that job satisfaction correlates with organizational trust and individuals feelings of achievement and this can be quantitative or qualitative. Job satisfaction is attained when the employee feels that the compensation and rewards given equal their contribution and input to the organization. Subsequently, a performance linked reward system is vital for job satisfaction among employees and for improved Employee Performance.

2.3.2 Personal Fulfillment and Employee Performance

The workplace is a significant stage for social interaction for individuals in their life and serves as a major source of fulfillment in the modern world (Hodson, 2004). Personal fulfillment of employees is integral in employee engagement in the workplace. The research conducted by Hodson (2014) established that social life in the workplace serves as a positive attraction to individuals as it provides a level of meaning and fulfillment to their personal lives. Moreover, the study concluded that the highest paid employees hold stronger networks while the poorly remunerated employees have limited social life while at work. Personal

fulfillment by employees tends to correlate with the benefits they receive in their jobs, compensation levels and having pride in their jobs.

Employees need to find work as being meaningful if they are to be significantly engaged in their jobs (Kennet, & Lomas, 2015). Davenport (2015) assert that stress levels are intertwined with the fabric of organization working environment and this impacts negatively on the employees as their personal fulfillment is limited. Workplace stressors limit the level of personal fulfillment experienced by an individual and this affects negatively the level of productivity. In fact, workplace stress contributes over 120,000 deaths every year and is associated with healthcare costs totaling at least \$ 190 billion in the United States (Davenport, 2015). Managers and supervisors are in charge of introducing stress-buffering conditions in the work environment (Davenport, 2015). Managers can act as mentors for employees with a view of heightening work engagement. Personal fulfillment in the workplace is derived from self-determination and self-reflection. This can be heightened when managers act as mentors for employees (Kennet, & Lomas, 2015). Managers should shape the organizational culture in a manner that reduces the level of stress in the workplace.

Mandhanya (2015) assert that employees in an organization expect to perform their duties in a favourable environment, one that helps them actualize their abilities and also satisfy their personal needs hence improving their personal fulfillment. Subsequently, workspace design has a profound effect on employees and can contribute to employees abandoning the job if they are not satisfied. Furthermore, employees prefer working in an organization where the environment provided is favourable. Many organizations provide favourable work arrangement and flexible schedules with the objective of helping employees manage their work life and personal life.

2.3.3 Interpersonal Relationships and Employee Performance

Interpersonal relationships are visible and invisible traits of society (Emilova, 2014). Interpersonal relationships contribute to the creation of appropriate social environment which serves as an opportunity for performers to prove their individual professional skills. Emilova (2014) assert that interpersonal relationships and situations leave a mark on an individual and their future behaviour is influenced by such situations. Moreover, behaviour of an individual reflects their relationship with people who may not be present in the current situation.

Emilova (2014) posits that formal interpersonal relationships tend to be objective in nature. In such scenarios individuals interact based on specific roles and are governed pre-established formal regulations. Furthermore, in an organization setting interpersonal relationships may adopt different dimensions including interpersonal cooperation, conflict, unity or compatibility. The interpersonal relationships that manifest in the workplace include manager-employee, manager-manager or employee-employee (Emilova, 2014).

Singh, and Pathak, (2017) assert that in the workplace individuals have differing priorities, goals and values on both personal and professional events. Consequently, these become forms of impediment to developing strong connections with others. Singh and Pathak (2017) assert that aspects such as job insecurity, preconceived notions and premature evaluation are barriers to effective interpersonal relationships. Subsequently, the organization workplace becomes a conflict zone where individuals fight over opposing goals, values and priorities. Such conflict limits job satisfaction as employees lack motivation to work in such an environment. Kato, (2015) states that workplace interpersonal stressors correlate with psychological dysfunction, burnout and depressive symptoms.

2.3.4 Organizational Commitment and performance

Organizational commitment is an attitude related to job satisfaction that has received much attention from researchers. Sajid A. and Siddiqui L., (2017) assert that commitment binds an individual to a particular course of action that is relevant to specific targets. Subsequently, organizational commitment is the relative strength of an employee's identification and involvement with a particular organization. Cesario and Chambel, (2017) asserts that employee organizational commitment is a critical success factor for organizations seeking higher performance. Organizational commitment forms a substantial part of an individual's psychological state since employees with higher organizational commitment tend to engage in activities and behaviours that promote better employee Performance. Moreover, such employees engage in citizenship activities in the workplace.

Organizational commitment can aid in predicting objectives and goals, help in enhancing productivity and further bring down the level of absenteeism (Sajid A. and Siddiqui L, 2017). Sajid A. and Siddiqui L., (2017) conducted a study to investigate the impact of organizational commitment and job satisfaction amongst bank employees. The study concluded that organizational commitment has significant positive correlation with job satisfaction among the respondents. This implies that having committed employees in the workforce helps boost the performance and productivity in the organization. Consequently, job satisfaction and commitment are fundamental qualities for employees as they heighten organization performance.

Imran *et al.* (2017) assert that organizational commitment is vital for organizational competition and earnings within the dynamic international market. Moreover, employees who are deemed to have increased emotional attachment to the company behave in a manner

consistent with the strategies and goals of the organization. Imran *et al.*, (2017) assert that cost of abandoning an organization and the benefits that long serving employees obtain exert pressure on some employees to remain in the firm. Moreover, organizations investment in an employee's career development may force the individual to remain hence bringing about normative commitment to the organization. Wombacher and Felfe, (2017) assert that employees possessing team commitment and organizational commitment possess better benefits to the management as they are more inclined to management of conflict in the workplace. Such commitment increases the chances of integration in the workplace and reduced conflict.

2.3.5 Job Satisfaction and Employee Performance

Job satisfaction is an important factor about employee's performance and the predictors of work behavior. The benefits of job satisfaction for an organization are to reduce complaints and grievance regarding workers, better turnover and absenteeism and reducing cost of training as termination of employees and also improved punctuality and work morale of the workers Aftab (2012). The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman, 2004).

According to Frye (2004), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return. Many people feel that they are not recognized or appreciated by their employers for their hardwork and in turn they feel dissatisfied. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from

performing to the best of their ability. Employee satisfaction is one of the strategies managers employ to enhance effective job performance among workers in the work place.

For effective work performance to thrive in the work place, job satisfaction has to be managers' top priority. With this global push, it was not surprising that soon after launching the ERS in 2004, in the same year the Government introduced Results Based Management (RBM) in the Public Service as a deliberate policy in order to improve performance, service delivery and governance (GOK, 2004). Result Based Management (RBM) is a participatory and team based management approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency (CIDA, 2000). The introduction and institutionalization of RBM concept in the public service was aimed at refocusing the public servants mind-set on results in service delivery to citizens.

RBM was therefore to help focus attention and resources on the achievement of definite objectives and the targets prescribed in the Economic Recovery Strategy. The government has put many strategies for improving performance while being silent on the job satisfaction of the civil servants who are the implementers of those strategies. This has led to civil servant being dissatisfied and thus the performance remaining low despite several strategies to improving performance being in place.

2.4 Summary Empirical review and Research Gap

Author	Study/Focus	Variables	Research Methodology	Findings	Identified Gaps
Chomal, & Baruah, (2014).	Availability of performance linked reward and job satisfaction level of employees across the managers and clerical staff of banking sector.	Independent variable: Performance linked reward. Dependent variable: Job satisfaction	Survey	There is significant difference existing between manager and clerical staff towards attaining performance linked reward hence significantly affecting job satisfaction among banking sector employees.	The study focused on only one independent variable of performance linked reward.
Davenport, (2015).	Impact of organizational culture on workplace fulfilment.	Independent variable: organizational culture Dependent variable: workplace fulfilment.	Survey.	Employees who report having high fulfilment in their workplace are less likely to be absent for more than four days in a year. They are also less likely to believe that health issues affect their productivity.	The study focused on the reporting by managers and ignored the views of subordinate employees in regards to their workplace fulfilment.
Hodson, (2004)	To investigate the nature of social relations in the	Independent variables: meaningful work,	Ethnographic study	Rich social life for employee are common and significantly	The study relied on organizational

	workplace.	pride in work, creativity, peer training and friendship. Dependent variable: Social life.		correlate pride, fulfilment and meaning in work.	ethnographies that fail to provide a random sample of the entire population of organizations.
Imran <i>et al.</i> (2017).	Religiosity and organizational commitment among employees.	Independent variables: Religiosity of employee. Dependent variable: Organizational commitment.	Conceptual framework	Implementation of religious practices brings about organisational commitment among employees.	The study uses religiosity as the only independent variable yet there are other factors that affect organizational commitment.
Kato, (2015).	The study explores the correlation between coping with interpersonal stress at work and psychological dysfunction among Japanese employees.	Independent variables: distancing, reassessing and constructive coping. Dependent variables: Psychological dysfunction.	Cross-sectional design study	Distancing coping correlates with high levels of burnout, distress and sleepiness in the workplace. Reassessing coping correlates with reduced levels of depressive symptoms, general distress and burnout. Constructive coping does not significantly correlate with psychological	The cross-sectional design adopted fails to show causal inference existing between coping with interpersonal stress and psychological dysfunction.

				dysfunction.	
Mandhanya, (2015).	The impact of working environment on the retention of employee in the automobile sector.	Independent variable: Working environment. Dependent variable: Talent retention.	Descriptive research design	Work environment has positive relationship with retention of employees.	The study focused on only one independent variable of working environment yet there are other aspects that affect retention rate of employee.

Samad <i>et al.</i> , (2016).	Motivation and compensation as being the main predictors of employee retention.	Independent variables: Compensation, Motivation. Dependent variable: Employee retention.	Survey	Enhancement in the motivation levels of employees and management of compensation may bring about a corresponding improvement in retention.	The study focuses on two variables of compensation and motivation as being the main factors that affect employee retention.
Sajid <i>et al.</i> (2017).	The study focuses on organizational commitment as a predictor of job satisfaction among executive level bank employee.	Independent variable: Organizational commitment. Dependent variable: Job satisfaction.	Survey	Organizational commitment is positively and significantly associated with job satisfaction among executive banking employees.	The study used organizational commitment as the only predictor of job satisfaction among employee ignoring the fact that job satisfaction is dependent on various factors.

Wombacher, &Felfe, (2017).	The interplay of team and organizational commitment towards motivating employee inter-team conflict handling.	Independent variables: Leadership experience, Service length, Social desirability, Commitment to unit.	Survey	There are high levels of commitment towards one entity (team or organization) and not the other hence bringing about specific risks for the corporation.	The study uses military samples and this implies that research on organizational commitment needs to be conducted on non-military organizations.
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2.5 Conceptual Framework

The conceptual framework depicted below shows the relationship between the Job Satisfaction Dimensions which are the independent variables and employee performance which is the dependent variable.

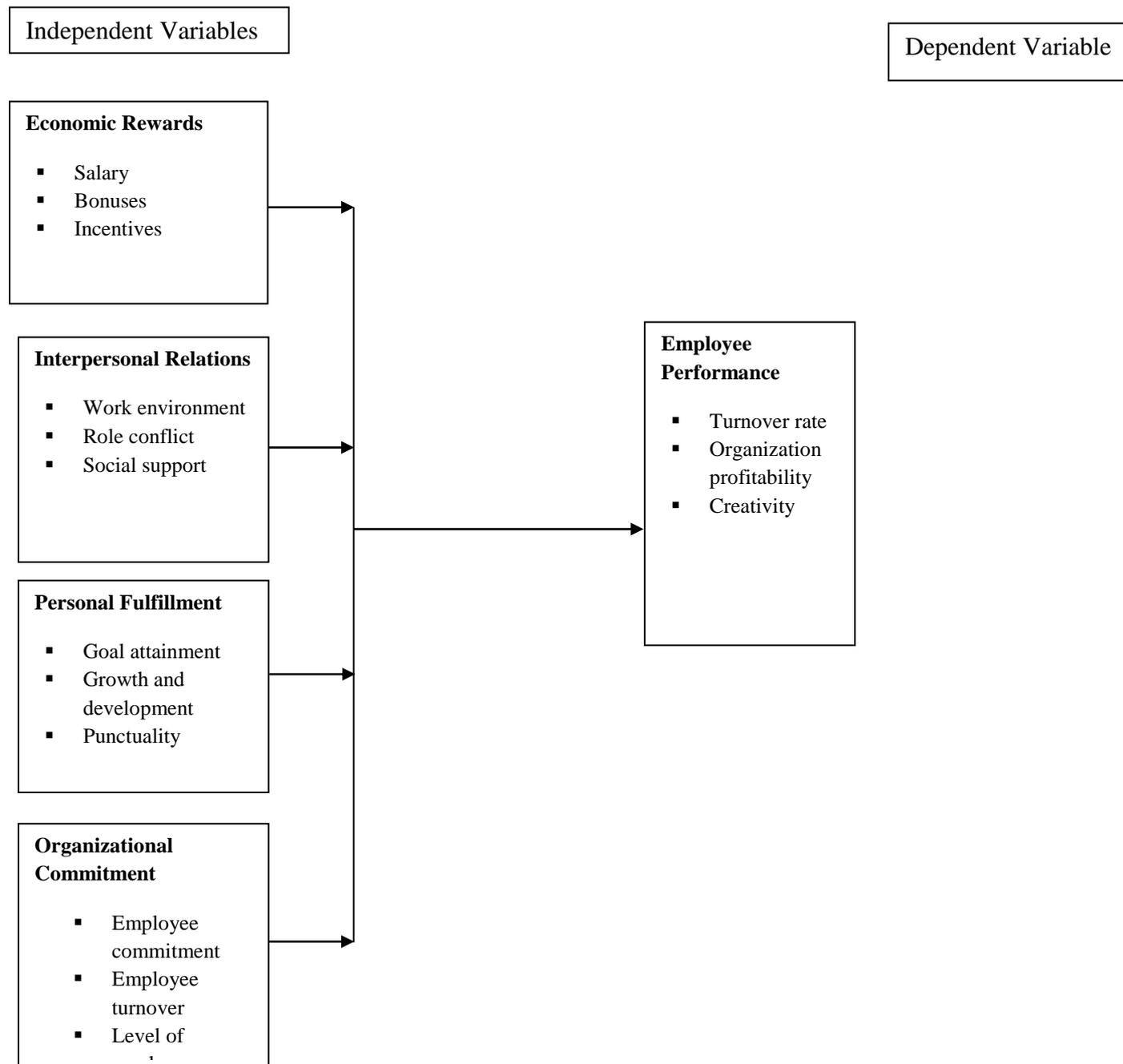


Figure 2. 1 Conceptual framework

Source: Author (2018)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section of the research describes the procedure used in conducting the study. The chapter describes the research design employed, the target population for the research, sampling techniques used and the instruments used for data collection.

3.1 Research Design

The study used descriptive research design in collecting and analyzing data. Descriptive study design is a study in which the researcher describes a picture of a phenomenon under investigation (Kombo & Tromp, 2006). This is because of its accuracy, cost effectiveness, less repetitiveness and also allowed proper representation of the three departments in sampling through random stratified. The method was also appropriate in analyzing quantifiable data. Descriptive research design involves measuring a variable or a set of variables as they exist naturally. It is not concerned with the relationship between variables but rather description of individual variable (Ames *et al.*, 2017). The method was used in order to obtain information that would help describe job satisfaction dimensions and employee performance in the telecommunication sector.

3.2 Target Population

A target population is defined as the total number of individuals who share similar qualities that are being studied in the research (Kothari, 2005). Psychometricians have defined target population based on the information gained beforehand regarding the intended use of the study and the relevant demographics appearing in the study (Duong & von Davier, 2012). In this study the target population was the staff members of the technical department at Telkom

Ltd. The technical department is based at Telkom Plaza, Nairobi. The technical department comprises of 670 staff members.

Table 3. 1: Target population

	Employees in the Technical Department	Population
1	Supervisors (Managers)	148
2	Technicians	522
	Total	670

Source: Author (2018)

3.3 Sampling Frame

A sampling frame is essential in outlining the members present in the target population. In this study the sampling frame captured the different cadres and number of employees in the technical department at Telkom Kenya Ltd.

3.4 Sample and Sampling Technique

In order to collect data sampling is vital as it ensures the data will be collected from a representative sample of the population. Appropriate sample size for a research study is 10% of the target population (Cooper & Schindler, 2005). Moreover, in order to avoid sampling bias, probability methods of sampling were used. The target population was heterogeneous as there were two categories of employees in the technical department at Telkom Kenya Ltd. Subsequently, stratified sampling and simple random sampling were used. The target population was divided into two strata and then a probability sample drawn from each group using simple random sampling. In simple random sampling, there is an equal chance of selection into the sample as the method forms part of probability sampling technique.

3.4.1 Sample Size Determination

The size of the sample will be determined through scientific methods using the Nassiuma (2001) formula:

$$n = \frac{NC^2}{C^2 + (N - 1) e^2}$$

Where n represents sample size, N the population, C the coefficient of variation ($21\% \leq C \leq 30\%$), and e represents the precision level ($2\% \leq e \leq 5\%$). Therefore, using the formula

$$n = \frac{670 \times 0.25^2}{0.25^2 + (670 - 1) 0.03^2}$$

$$n = 63 \text{ respondents}$$

Table 3. 2: Sample size in strata

Employees in the	Population (%)	Respondents Per Category
Technical Department		
Supervisors (Managers)	148 (22.38%)	14 (22.38%)
Technicians	522 (77.62%)	49 (77.62%)
Totals	670 (100%)	63 (100%)

Source: Author (2018)

3.5 Research Instrument

A questionnaire measuring level of job satisfaction and employee Performance was adopted as the primary data collection instrument. This research study utilised structured questionnaires in the collection of data from the sampled respondents at the technical

department in Telkom Ltd. Questionnaires were ideal tools for the collection of primary data in this research study. The structured questionnaire contained open-ended and closed-ended questions and this facilitated collection of data in tandem with the study objectives.

3.6 Data Collection Instruments and Techniques

Primary data collection was conducted using questionnaires. The questionnaire had both open-ended and close-ended questions. Mbwesa, (2006) defines a questionnaire as pre-formulated written sets of questions to which subjects record their answers independently. The questionnaire these different parts: Part one collected the data on the respondent's age, marital status, gender, education and category of employees. Part two requested respondent's to supply the information on job satisfaction dimensions and employee on the performance in the telecommunication sector. The questionnaire as a way of collecting primary data was chosen because it is easier to administer to a large population without the presence of the researcher. The researcher also collected important information from the library books, previous research, internet and other publications.

3.7 Data Collection Procedure

In order to get approval to administer the questionnaire to the respondents, consent was first sought from the organization. Data collection was conducted after validation of the research instrument. A letter of introduction obtained from the university was used in order to get consent from Telkom Ltd to collect the data. The structured questionnaires were administered to the study respondents through the personnel depart and were collected after two weeks.

3.8 Pilot Test

In order to test whether the questionnaire was sufficient for obtaining data for the study, it was undertaken through a pilot test. This involved administering the developed questionnaire

to a representative number of the study respondents. This helped determine its validity and reliability. A pilot study was used in pre-testing the research instrument. The sample size appropriate for the pilot test is normally 10% of the total number of respondents (Baker, 1994). The target respondents for the study were 63 employees and 6 employees were engaged in the pilot study.

3.9 Reliability Test

The pilot test findings were tested for reliability in order to determine internal consistency. This was done using the Cronbach alpha test. Warrens (2015) assert that a reliable research instrument produces consistent results after being administered to different samples drawn from the target population. A questionnaire achieving at least 0.7 in the Cronbach alpha test is deemed reliable while that producing a value below 0.7 indicates that it needs to be revised. It is important to determine the reliability as it ensures that the objectives set for the study are attained.

3.10 Validity Test

Validity in qualitative research defines the appropriateness of the tools, processes and data that is utilised in the study (Leung, 2015). Validity explores whether the research question is ideal for the desired outcome and if the methodology adopted is appropriate in answering the research questions. Content validity was achieved by ensuring that the content of the questionnaire was in harmony with the study objectives. Construct validity which consist of divergent and convergent validity was determined by carrying out a pilot study.

3.11 Data Processing and Analysis

The filled-in questionnaires were edited for consistency. The data generated will be quantitative. Therefore, descriptive analysis techniques were used; consistent with the

research design. Using Package for Social Sciences (SPSS 21), the quantitative data was coded to enable the responses to be grouped into categories. Descriptive statistics such as frequencies, percentages, mean and standard deviation will then be used mainly to summarize the data. Tables, charts, and graphs will be used in presenting the analyzed data. Qualitative data was analyzed using content analysis. That is, the data was categorized into themes and analysis, thereof, based on the prevalence of the themes and subthemes in addition to their relevance to the topic. Descriptive statistics aid in describing the basic or standard features of the study sample. On the other hand, inferential statistics that define correlation and prediction included multiple regression analysis. The multiple regression equation provided below was used in this research:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y represents employee performance of technical employees in the telecommunication sector

β_0 represents Constant

X_1 represents Economic rewards

X_2 represents Interpersonal Relations

X_3 represents Personal Fulfillment

X_4 represents Organizational commitment

$\beta_1, \beta_2, \beta_3, \beta_4$ represents Régression Coefficients

ϵ represents ErrorTerm

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data collected for the study and analyses the data based on the research questions and objectives of the research study. The chapter will also avail the background information of the study respondents, and response rate of the data collection process. Descriptive statistics and inferential statistics will aid in discussing the findings of the study.

Table 4. 1: Response rate for the Questionnaire

	Questionnaires Administered	Questionnaires filled & Returned	Percentage
Respondents	63	60	95.2 %

Source: Author (2018)

The research study targeted a sample of 63 staff members at Telkom Kenya Limited technical department and 60 questionnaires were filled and returned. This translates to a response rate of 95.2% which is sufficient and adequate for the research analysis. According to Mugenda & Mugenda (2002) a response rate of above 70% is considered to be excellent.

4.2 Reliability Analysis

Table 4. 2: Reliability Analysis

Variable	Cronbach Alpha coefficient score	No. Of Items	Comments
Economic rewards	0.756	6	Reliable
Interpersonal Relations	0.820	6	Reliable
Personal Fulfillment	0.879	6	Reliable
Organization Commitment	0.842	6	Reliable
Employee Performance	0.953	5	Reliable

Source: Author (2018)

In order to determine the reliability of the questionnaires, a pilot study was conducted. The pilot study was conducted within Telkom Kenya Ltd where a representative sample of ten individuals was used. Reliability analysis using Cronbach alpha methodology was conducted in order to measure internal consistency of the data collection tool. According to table 4.2 questions on Economic Rewards had a Cronbach Alpha of 0.756; Interpersonal Relations 0.820; Personal Fulfillment 0.879; Organizational Commitment 0.842 and Employee Performance 0.953. The Cronbach alpha values exceed the threshold of 0.7 hence are reliable.

4.3 Demographic Information

4.3.1 Gender Distribution

Table 4. 3: Distribution of Respondents by Gender Category

	Frequency	Percentage
Male	33	55.0
Female	27	45.0
Total	60	100.0

Source: Author (2018)

The research findings indicate that a major segment of the respondents were male comprising 55.0% while 45.0% were female. This shows that a large section of the employees in the technical department at Telkom Kenya Limited are male. This further indicates that most technical job positions are undertaken by men, Kiamba (2009) reported similar findings and also noted that there is also a need to change the mindset of women themselves through further work in developing strategies to empower women so that they have capabilities and technical skills.

4.3.2 Age

The research study sought to determine the age of the respondents and the findings are shown in the table below.

Table 4. 4: Spread of Respondents by Age

	Frequency	Percentage
Below 25 Years	13	21.7
26 - 35 Years	28	46.7
35-45 Years	10	16.7
Above 45 Years	9	15.0
Total	60	100.0

Source: Author (2018)

According to table 4.4, a majority of the respondents (46.7%) drawn from the technical department were aged between 26 and 35 years. Those aged below 25 years constituted 21.7% of the respondents. On the other hand, individuals aged between 35 and 45 years constituted 16.7% of the entire population of respondents. Finally, individuals aged above 45 years constituted 15.0% of the respondents. These findings indicate that the employees at Telkom Kenya Limited technical department are mostly in their youth. This is an indication of the vibrancy in the department.

4.3.3 Length of service

The research study sought to determine the length of service of the employees in the technical department at Telkom Kenya Limited.

Table 4. 5: Length of Service of the respondents

	Frequency	Percentage
0-5 Years	24	40.0
6-10 Years	19	31.7
11-15 Years	7	11.7
16 Years and above	10	16.7
Total	60	100.0

Source: Author (2018)

The findings indicate that a large segment of the employees in the technical department have worked in the company for less than 5 years (40.0%). The employees who have served for 6-10 years constitute the second largest segment at 31.7% of the respondents in the department. Employees who have served for more than 16 years in the department constitute 16.7% of the respondents. The respondents who have served for 11-15 years in the company were the least in population with a of 11.7%. These findings indicate that most employees in the department have served for less than 10 years. Leonardi & Barley (2008) noted that technologies have altered the way work is performed, the roles that workers play in a firm's division of labor, and the way these changing roles alter the structure of organizations.

4.3.4 Level of Education

The research study sought to determine the level of education of the respondents in the technical department and the findings are shown on table 4.6.

Table 4. 6: Level of Education

	Frequency	Percentage
College Diploma	13	21.7
Degree	30	50.0
Postgraduate	17	28.3
Total	60	100.0

Source: Author (2018)

The findings indicate that the largest percentage of the respondents hold a degree as their highest level of education (50.0%), while those with a postgraduate degree constituted 28.3%. College diploma qualification had the lowest population with 21.7% of the respondents

holding such qualification. According to the findings having a high academic qualification is required in the technical department (Leonardi & Barley,2008).

4.4 Descriptive Findings and Discussions

This section of the research study utilizes descriptive statistics to analyse the responses made by the study respondents in regards to the four dimensions of job satisfaction that form the objectives of the study. Descriptive statistics including mean and standard deviation will be used to analyse the responses regarding economic rewards, interpersonal relationships, personal fulfillment, organizational commitment and job performance.

4.4.1 Economic Rewards

The research assessed the responses of the study respondents regarding the effect of economic rewards on the level of employee performance among employees at Telkom Kenya Limited. Table 4.7 illustrates the views of the respondents in regards to economic rewards system at Telkom Kenya Limited.

Table 4.7:

Table 4. 7: Satisfaction with the remuneration system adopted at Telkom Kenya Ltd

	Frequency	Percentage
Yes	34	56.7
No	26	43.3
Total	60	100.0

Source: Author (2018)

According to table 4.7, a majority of the respondents were in agreement that the remuneration system adopted at Telkom Kenya Ltd is satisfactory. This is illustrated by the 56.7% of respondents who agreed with the statement compared with the 43.3% who disagreed. This is an indication that job satisfaction is affected by the remuneration system present in the

organization. Employees demonstrate pleasurable positive attitudes when they are satisfied with their job. Thus, high job satisfaction increases the productivity of an organization, in turn increasing the overall organizational performance (Chew & Chan, 2008).

Table 4. 8: Table 4.8: Descriptive Statistics for Economic Rewards

		n	Min	Max	Mean	Std. Dev
i.	The salary structure is commensurate with the effort I put in my duties.	60	1	5	2.87	1.535
ii.	The benefits attached to my job position are satisfactory.	60	1	5	2.83	1.167
iii.	Financial rewards given to employees are satisfactory as recognition of the work done.	60	1	5	3.22	1.209
iv.	My organization recognizes and awards employees through annual awards celebrations / bonuses and/or other benefits	60	2	5	3.68	1.033
v.	My compensation and benefits structure motivates me to stay with my current employer	60	1	5	3.82	1.228

Source: Author (2018)

Table 4.8 illustrates that the respondents were in agreement (mean \approx 4.00; std dev \approx 1.000) with the statements my organization recognizes and awards employees through annual awards celebrations / bonuses and/or other benefits and my compensation and benefits structure motivates me to stay with my current employer. Compensation is a useful instrument in the hand of the management to contribute to the organizational effectiveness and can impact positively on the behaviour and productivity of employees Anitha, J. (2014). Furthermore, compensation determines the attraction and retention of employees to attain organisation objectives.

On the other hand, they disagreed (mean \approx 3.00; std dev \approx 1.50) with the statements salary structure is commensurate with the efforts I put in my duties; benefits attached to my job position are satisfactory and financial rewards given to employees are satisfactory as recognition of the work done. Additionally, Ibrahim and Boerhaneoddin suggested that

generous rewards retain employees and ultimately lead to job satisfaction, commitment and loyalty. Evidence from previous study seems to suggest that there is positive relationship between compensation and job satisfaction (Ismail and Abd, 2016).

4.4.2 Interpersonal Relations

The research study analyzed the views of the respondents in regards to the effect of interpersonal relations on the level of employee performance. Table 4.9 illustrates their opinions on this variable.

Table 4. 9: Effect of work environment in promoting positive employee-employee social relations

	Frequency	Percentage
Yes	46	76.7
No	14	23.3
Total	60	100.0

Source: Author (2018)

According to table 4.9, a majority of the respondents (76.7%) agreed that the work environment affects employee-employee social relations. On the other hand, 23.3% of the respondents disagreed that the work environment affected their interpersonal relations with their colleagues in the workplace. Katzenbach& Smith (2015) noted that employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace.

Table 4. 10: Descriptive Statistics for Interpersonal Relations

		n	Min	Max	Mean	Std. Dev
i.	Relationships with your co-workers is satisfactory	60	2	5	3.68	1.033
ii.	Relationship with your supervisors is satisfactory	60	1	5	3.38	1.209
iii.	The conflict management structure in your organization is satisfactory.	60	1	5	2.90	1.145

iv.	As an employee my contribution is valid by my team members	60	1	5	3.42	1.094
v.	I enjoy working with my colleagues	60	1	5	3.78	1.091

Source: Author (2018)

According to table 4.10 the respondents were in agreement (mean \approx 4.00; std dev \approx 1.000) with the statements relationships with your co-workers is satisfactory and I enjoy working with my colleagues. On the other hand, the respondents were in disagreement with the statements relationship with your supervisors is satisfactory (mean= 3.38; std dev = 1.209); conflict management structure in your organization is satisfactory (mean =2.90; std dev = 1.145) and as an employee my contribution is valid by my team members (mean = 3.42; std dev = 1.091).

The interpersonal relationship that an employee develops at his workplace is a key to his career and job satisfaction. If an employee gets along harmoniously with coworkers and shares a special bond with them, then the positive interpersonal relationship that develops fuels his work achievement, happiness, and success (Werner & DeSimone, 2011).

4.4.3 Personal Fulfillment

The respondents' views on the role of personal fulfillment on employee performance are illustrated in table 4.11.

Table 4. 11: Role of personal fulfillment on employee performance in the workplace

	Frequency	Percentage
Yes	29	48.3
No	31	51.7
Total	60	100.0

Source: Author (2018)

The research sought to determine the role of personal fulfillment on employee performance in the workplace by asking the respondents whether they felt appreciated in the workplace. Table 4.11 illustrates the responses made whereby a majority (51.7%) of the respondents felt that personal fulfillment was not integral in the workplace while 48.3% agreed with the statement. Lopez *et al.* (2018) consider personal fulfillment a powerful tool that reinforces behavior and triggers the tendency to continue. Moreover, it is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective (Lopez *et al.*, 2018).

Table 4. 12: Descriptive Statistics for Personal Fulfillment

		n	Min	Max	Mean	Std. Dev
i.	The organization gives you an opportunity to utilize your skills and knowledge satisfactorily.	60	1	5	3.65	1.132
ii.	There is a predictable promotion structure in your organization.	60	1	5	3.03	1.390
iii.	The working environment is favorable and encourages you to perform well in your duties.	60	1	5	3.75	.914
iv.	I receive adequate support from my colleagues and supervisors	60	2	5	3.78	.922
v.	My employer has a career path for my personal career development plan	60	1	5	3.52	1.127

Source: Author (2018)

According to table 4.12, the respondents concurred (mean \approx 4.00; std dev \approx 1.000) with the statements the organization gives you an opportunity to utilize your skills and knowledge satisfactorily; the working environment is favorable and encourages you to perform well in your duties; I receive adequate support from my colleagues and supervisors and my employer has a career path for my personal career development plan. On the other hand, the respondents differed with the statement there is a predictable promotion structure in your organization (mean = 3.03; std dev = 1.390). In a review Dobre (2013), noted that finding

personal fulfillment in one's work has been shown to increase motivation, engagement, empowerment, career development, job satisfaction, individual performance, and to decrease absenteeism and stress.

4.4.4 Organizational Commitment

The research study analyzed the views of the respondents in regards to organizational commitment and its effect on the level of employee performance. Table 4.13 illustrates the findings.

Table 4. 13: Effect of Organizational Commitment on Employee Performance

	Frequency	Percentage
Yes	40	66.7
No	20	33.3
Total	60	100.0

Source: Author (2018)

Table 4.13 shows that a majority of the respondents felt that organizational commitment had an impact on employee performance. 63.1% agreed with the statement while 36.9% disagreed with the statement.

Table 4. 14: Descriptive Statistics for Organizational Commitment

		n	Min	Max	Mean	Std. Dev
i.	I feel very loyal to this organization	60	2	5	4.15	.755
ii.	I understand how my job contributes to the objectives of the organization.	60	2	5	3.90	.817
iii.	I always look forward to another day in office	60	1	5	3.78	.940
iv.	I am proud to tell others that I am part of this organisation	60	2	5	3.93	.880
v.	I frequently think of quitting this job	60	1	5	3.13	1.282

Source: Author (2018)

According to table 4.14, the respondents agreed (mean \approx 4.00, std dev \approx 1.000) with the statements I feel very loyal to this organization; I understand how my job contributes to the

objectives of the organization; I always look forward to another day in office and I am proud to tell others that I am part of this organization. Nevertheless the respondents disagreed (mean = 3.13; std dev= 1.282) with the statement I frequently think of quitting this job. Employee commitment is important because high levels of commitment may easily lead to various favorable organizational outcomes. Meta-analyses indicate that commitment is negatively associated with turnover absenteeism and counterproductive behavior and positively associated with job satisfaction (Cooper-Hakim & Viswesvaran, 2005),

4.4.5 Employee Performance

The study sought to gather the views and opinions of the respondents in regards to employee performance in the organization. Subsequently, table 4.15 illustrates the views of the respondents in relation to employee performance.

Table 4. 15: Descriptive Statistics for Employee Performance

		n	Min	Max	Mean	Std. Dev
i.	My working environment affects my work positively	60	1	5	3.67	1.068
ii.	I engage in job tasks beyond my assigned duties regularly	60	2	5	4.30	.720
iii.	I consistently seek new knowledge and skills in order to make my work more efficient	60	1	5	3.97	.882
iv.	I get constant feedback on my work performance	60	1	5	3.30	1.139
v.	I have adequate skills and tools to be able to perform my duties	60	1	5	3.65	1.039

Source: Author (2018)

According to table 4.15, the respondents agreed (mean \approx 4.00; std dev \approx 1.000) with the statements My working environment affects my work positively; I engage in job tasks beyond my assigned duties regularly; I consistently seek new knowledge and skills in order to make my work more efficient and I have adequate skills and tools to be able to perform my duties. On the other hand, they disagreed (mean= 3.30; std dev = 1.139) with the statement I get constant feedback on my work performance.

The output and productivity of an organization is measured in terms the performance of its workforce (Currall *et al.*, 2005). It was found that better performance of the workforce is the result of level of job satisfaction. Werner & DeSimone. (2011) have investigated the important employee performance indicators. They concluded that level of job satisfaction and motivation affects the employee’s productivity

4.5 Inferential Findings and Discussions

The relationship between the independent variables and the dependent variable of the study is analysed in this section. The data collected were analysed used Pearson correlation coefficient, ANOVA and Multiple regressions in order to establish the existing relationship between the independent variables and the dependent variable. The independent variables are Economic rewards, Interpersonal Relations, Personal Fulfillment, and Organizational Commitment. The dependent variable for the study is employee performance.

4.5.1 Relationship between Economic Rewards and Employee Performance

The research sought to establish the existing relationship between economic rewards and employee performance. The results are illustrated in Table 4.16.

Table 4. 16: Relationship between Economic Rewards and Employee Performance

		Employee Performance
Economic Rewards	Pearson Correlation	.411 **
	Sig. (2-tailed)	.001
	N	60

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

Table 4.16 shows that economic rewards has a moderately strong positive correlation ($r=0.411$; $p<0.01$) with employee performance. This is an indication that economic rewards positively influences the level of employee performance in the workplace. Vakola & Nikolaou (2005) reported that rewards play a very big role in increasing employee performance and change the behavior of dissatisfied employees.

4.5.2 Relationship between Interpersonal Relations and Employee Performance

The research sought to determine the relationship existing between interpersonal relations and employee performance and the results are illustrated on Table 4.17.

Table 4. 17: Relationship between Interpersonal Relations and Employee Performance

		Employee Performance
Interpersonal Relations	Pearson Correlation	.360**
	Sig. (2-tailed)	.005
	N	60

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

Source: Author (2018)

According to Table 4.17, the relationship between interpersonal relations and employee performance is moderately strong positive at 0.01 significance level ($r= 0.360$; $p<0.01$). This implies that interpersonal relations in the workplace positively influence employee performance. In a technical department, work gets done with and through people and organizations depend on positive interpersonal connections to accomplish their goals. For this reason working effectively with others, has become one of the most important skills in the workplace (Noe *et al.*, 2006).

4.5.3 Relationship between Personal Fulfillment and Employee Performance

The research study sought to establish the relationship existing between personal fulfillment and employee performance. Table 4.18 illustrates this relationship.

Table 4. 18: Relationship between Personal Fulfillment and Employee Performance

		Employee Performance
Personal Fulfillment	Pearson Correlation	.443**
	Sig. (2-tailed)	.000
	N	60

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

According to Table 4.18, there is a moderately strong positive relationship between personal fulfillment and employee performance in the workplace at 0.01 significance level ($r= 0.443$; $p<0.01$). This indicates that personal fulfillment positively influences employee performance in the workplace.

4.5.4 Relationship between Organizational Commitment and Employee Performance

The research study sought to establish the existing relationship between the independent variable organizational commitment and employee performance. The results are illustrated on Table 4.19.

Table 4. 19: Relationship between Organizational Commitment and Employee Performance

		Employee Performance
Organizational Commitment	Pearson Correlation	.442**
	Sig. (2-tailed)	.000
	N	60

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

Source: Author (2018)

According to table 4.19, organizational commitment has medium association ($r=0.442$; $p<0.01$) with employee performance in the workplace at 0.01 significance level. This implies that organizational commitment has a positive influence on employee performance in the workplace.

4.5.5 Model Summary

Multiple regression analysis was used in the study to test the influence of the independent variables. The results of the analysis are provided in the model summary Table 4.20.

Table 4. 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.562	.491	.954

- a. Predictors: (Constant), Economic Rewards, Interpersonal Relations, Personal Fulfillment, Organizational Commitment

Source: Author (2018)

According to table 4.20, the predictors in the model have a strong positive correlation ($R = .734$) with the dependent variable. The coefficient of determination ($r^2 = .562$) indicates that 52.6% of employee performance in the workplace can be attributed to the four dimensions of job satisfaction; economic rewards, interpersonal relations, personal fulfillment and organizational commitment. The adjusted R-squared (.491) implies that 49.1% variation in the model can be explained by the independent variables that only affect employee performance.

Table 4. 21: Summary of the ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.893	4	6.72	6.28	.000 ^b
	Residual	58.974	55	1.07		
	Total	85.867	59			

Source: Author (2018)

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Economic Rewards, Interpersonal Relations, Personal Fulfillment, Organizational Commitment

According to table 4.21 on analysis of variance, economic rewards, interpersonal relations, personal fulfillment and organizational commitment have a significant association with employee performance. This is because the p-value is less than the level of significance (0.05). This implies that the null hypothesis should be rejected and that the overall model is significant.

Table 4. 22: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.759	.671		4.109	.000
	Economic Rewards	.274	.091	.369	3.015	.004
	Interpersonal Relations	-.322	.117	-.309	-2.752	.008
	Personal Fulfillment	.212	.123	.210	1.722	.091
	Organizational Commitment	.073	.100	.082	.728	.470

Source: Author (2018)

a. Dependent Variable: Performance of technical employees in the telecommunication sector

The results of the multiple regression analysis are illustrated on table 4.22 and are guided by the model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y represents employee performance of technical employees in the telecommunication sector

β_0 represents Constant

X_1 represents Economic rewards

X_2 represents Interpersonal Relations

X_3 represents Personal Fulfillment

X_4 represents Organizational commitment

$\beta_1, \beta_2, \beta_3, \beta_4$ represents Régression Coefficients

ε represents ErrorTerm

From the regression equation established, taking all the factors (Economic Rewards, Interpersonal Relations, Personal Fulfillment, Organizational Commitment) constant at zero,

the performance of technical employees in the telecommunication sector would be 2.759. Further, if all the other variables are kept constant, a unit increase in Economic Rewards will lead to a 0.274 increase in performance of technical employees in the telecommunication sector. A unit increase in Interpersonal Relations will lead to a -0.322 decrease in the performance of technical employees in the telecommunication sector, while a unit increase in Personal Fulfillment will lead to a 0.212 increase in performance of technical employees in the telecommunication sector and a unit increase in Organizational Commitment will lead to 0.073 increase in performance of technical employees in the telecommunication sector.

At 95% confidence level Economic Rewards (p-value= 0.004) and Interpersonal Relations (p-value = 0.008) are significant variables in the model. Similarly, Vakola & Nikolaou (2005) noted that Interpersonal Relations and effective reward systems can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole runs more efficiently and is more effective at reaching its goals. This is in contrast to an unmotivated workforce, who can negatively disrupt an organization and distract employees from their work.

4.5.6 Correlation Analysis

Correlation is defined as the relationship between two or more variables. (Orodho, 2003). The study used Pearson R correlation coefficient to determine how the variables associate.

Table 4. 23 Correlation Matrix

Pearson Correlation		Economic Rewards	Interpersonal Relations	Personal Fulfillment	Organizational Commitment	employee performance
	Economic Rewards	1				

	Interpersonal Relations	0.508	1			
	Personal Fulfillment	0.633	0.463	1		
	Organizational Commitment	0.778	0.665	0.579	1	
	employee performance	0.811	0.648	0.587	0.554	1
Sig (2-tailed)	Economic Rewards	1				
	Interpersonal Relations	0.014	1			
	Personal Fulfillment	0.032	0.221	1		
	Organizational Commitment	0.039	0.013	0.039	1	
	employee performance	0.028	0.011	0.027	0.01	1

Source: Author, 2018

Economic Rewards, Interpersonal Relations, Personal Fulfillment, Organizational Commitment

Results in table 4.23 indicated that there was a strong positive correlation ($r=0.811$) between the economic rewards and the employee performance which was statistically significant at $\alpha=5\%$, with a $P=$ value of 0.011. The Interpersonal Relations was the second variable with a positive correlation with employee performance ($r=0.648$) and statistically significant at $\alpha=5\%$.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The segment of the report presents the summary of the study findings; based on both descriptive and inferential statistics. The conclusions and recommendations will further be presented.

5.2 Summary of Findings

This section of the paper summarizes the study findings with descriptive findings being the first to be presented followed by inferential results.

5.2.1 Economic Rewards and Employee Performance

A majority of the respondents agreed with the statement that the remunerations system existing at Telkom Kenya Ltd was satisfactory. This illustrates the importance of the remuneration system set up in the organization in relation to level of job satisfaction and impact on employee performance. The respondents were in agreement that annual rewards were used as recognition by the organization. Moreover, the respondents stated that they were motivated by the compensation and benefits structure set-up in the organization. It was also established that the relationship existing between economic rewards and employee performance was a moderately strong and positive association ($r=0.411$; $p<0.01$).

5.2.2 Interpersonal Relations and Employee Performance

The respondents were of the opinion that interpersonal relations in the workplace integral improved employee performance. Moreover, the respondents concurred with the assertions that good relationship with co-workers affected their performance. On the other hand, poor conflict management structures were non-existent in the organization and this affected performance. According to the data collected it was established that the relationship between interpersonal relations and employee performance is moderately strong ($r= 0.360$; $p<0.01$).

5.2.3 Personal Fulfillment and Employee Performance

Personal fulfillment was established to be significant in the workplace in order to maintain employee performance by a majority of the respondents. Moreover, personal fulfillment was achieved through being given an opportunity to utilize the individual's skills and knowledge in the organization. A favorable working environment was seen to encourage performance of the respondents in the workplace coupled with adequate support by colleagues and supervisors. Furthermore, a defined career path in the organization was a significant determinant of personal fulfillment and therefore employee performance. The relationship between personal fulfillment and employee performance was determined to be a moderately strong positive relationship ($r= 0.443$; $p<0.01$).

5.2.4 Organizational Commitment and Employee Performance

A majority of the respondents were in agreement that organizational commitment had a significant impact on the employee's performance. Moreover, the level of loyalty to the organization by the employees was high thereby contributing to performance. Most of the employees stated that they understood how their job roles contributed to the attainment of organization objectives. Most of the respondents looked forward to another day in the office indicating high commitment to the organization. Furthermore, the employees in the organization were proud about working in the organization. This indicates high level of organizational commitment among the employees. Finally, the relationship between organizational commitment and employee performance was established to be medium positive ($r=0.442$; $p<0.01$).

5.2.5 Employee Performance

A majority of the respondents were in agreement that the working environment affected their performance. Moreover, a large segment of the respondents stated that they engaged in job tasks that were beyond their assigned duties regularly. The respondents were also in agreement that they sought new knowledge and skills in order to become more efficient in the workplace. The respondents also stated that they had adequate skills and tools to be able to perform their duties in the workplace. On the other hand, the respondents stated that they did not get constant feedback on their work performance as they would desire.

5.3 Conclusion

In this section a presentation on conclusions drawn from the research findings on the basis of hypothesis and research questions.

5.3.1 Influence of Economic Rewards on Employee Performance

It was concluded that economic rewards such as annual rewards for employees coupled with a structured compensation and benefits system motivated the employee's hence boosting performance. Economic rewards are extrinsic motivation factors that are integral in motivating the employee to perform better in the workplace. This corresponds with the expectancy theory in that employees become more industrious when they expect a certain reward after completion of their tasks. A salary structure that is not commensurate with efforts of the employees was established to be an impediment to improved employee performance. Moreover, financial rewards ought to be reviewed in order to ensure employees are satisfied with the organization and the job tasks. Economic rewards on employees have a positive impact on employee performance.

5.3.2 Influence of Interpersonal Relations on Employee Performance

Interpersonal relations in the workplace were found to be significant determinants of employee performance in the workplace. Interpersonal relations such as those between co-workers were highlighted as being integral for improved employee performance. Moreover, a workplace with good interpersonal relations was characterized by employees who enjoyed working with their colleagues. Relationship with supervisors was concluded to be important but most respondents felt that it was satisfactory hence should be improved. Moreover, a poor conflict management structure is important in order to resolve any disagreements that would constrain interpersonal relations in the workplace.

5.3.3 Influence of Personal Fulfillment on Employee Performance

Personal fulfillment was established to be a less significant influence on personal fulfillment in the study. On the other hand, it was concluded that personal fulfillment was attained when the organization allowed the employee to utilize their skills and competencies effectively. Moreover, adequate support from colleagues and supervisors contributes significantly to personal fulfillment of the employee. Organizations with a defined career path for the employee heightened the level of personal fulfillment as the individuals could see clearly the development plan set. Personal fulfillment is hindered when the organization lacks a structured and predictable promotion structure. Employees need to understand the promotion structure in order to align their performance with their future desires.

5.3.4 Influence of Organizational Commitment on Employee Performance

Organizational commitment was concluded to a less significant variable in determining employee performance. Most employees in the organization stated that they were loyal to the organization. This can be attributed to internal factors in the company or the prevailing economic situation in the country that discourages search for better employment. Employees are also cognizant of the importance of their job tasks in the attainment of company objectives. Moreover, organizational commitment is quite high at Telkom Kenya Ltd as most

respondents stated that they looked forward to another day in the office and that they were proud for working in the organization. Organizational commitment has a positive influence on performance of the employees in every organization.

5.4 Recommendations

The recommendations made on this section are based on the research study findings and conclusions. The research study recommends that aspects focusing on economic rewards and interpersonal relations are given more weight in the quest to improve employee performance. It is important that organizations set up salary structures that employees deem to be commensurate with the job efforts. Moreover, financial rewards and other benefits including bonuses and annual rewards should be provided to employees and reviewed consistently in order to heighten job satisfaction among employees and thereby improve performance.

Conflict management structures should be set up in all organizations as a way of improving interpersonal relations in the firm. Relationship between employees and supervisors should be monitored regularly to ensure that employees are content enough to air their views to management. Organizations should ensure that employees are happy to work with each other as this fosters positive interpersonal relations that influence employee performance significantly.

Organizations seeking to improve employee performance should give employees the opportunity to utilize their skills and knowledge in order to heighten personal fulfillment on the part of the employee. Moreover, a good working environment should be developed in order to ensure employees perform their duties well.

Organizations should also develop structured and well-defined career path for their employees in order to motivate the employees to perform better on their job tasks.

Performance of employees who are committed to the organization is superior and therefore such employees should be identified and rewarded in order to motivate them further.

5.4.1 Suggestions for Further Research

This study suggests areas where further research should be conducted in regards to employee performance and these include:- the role of structured compensation and benefits systems in improving performance of employees in organizations; conflict management systems in organizations and the role of career paths development for employees in improving performance.

Further research should also be done in future covering all departments in the telecommunication sector in Kenya as this would serve to provide more generalized conclusions.

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APPENDICES

Appendix I: Questionnaire

You are kindly requested to complete the attached questionnaire. Please, note that all the information given shall be purely used for academic purposes and shall be treated as confidential. Thank you for taking your time to complete the questionnaire and for your cooperation.

Part A: Demographic information

1. Gender of the respondent

Male Female

2. Length of service in the organization

0-5 years 6-10 years

11-15 years 16 years and above

3. Kindly state the category of your age

Below 25 Years 35 – 45 Years

26 – 35 Years Above 45 Years

4. Level of education

College diploma Degree Postgraduate

PART B: Economic Rewards

1. Are you satisfied with the remuneration system adopted in your organization?

Yes No

2. Please indicate the extent to which you agree with the following statements:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(a) The salary structure is commensurate with the effort I put in my duties.					
(b) The benefits attached to my job position are satisfactory.					
(c) Financial rewards given to employees are satisfactory as recognition of the work done.					
(d) My organization recognizes and awards employees through annual awards celebrations / bonuses and/or other benefits					

(e) My compensation and benefits structure motivates me to stay with my current employer					
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PART C: Interpersonal Relations

1. Does the work environment in your organisation promote positive employee-employee social relations?
 Yes () No ()

2. Please indicate the extent to which you agree with the following statements:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(a) Relationships with your co-workers is satisfactory					
(b) Relationship with your supervisors is satisfactory					
(c) The conflict management structure in your organization is satisfactory.					
(d) As an employee my contribution is valid by my team members					
(e) I enjoy working with my colleagues					

PART D: Personal Fulfillment

1. Do you feel appreciated in your workplace?
 Yes () No ()

2. Please indicate the extent to which you agree with the following statements:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(a) The organization gives you an opportunity to utilize your skills and knowledge satisfactorily.					
(b) There is a predictable promotion structure in your organization.					
(c) The working environment is favorable and encourages you to perform well in your duties.					

(d) I receive adequate support from my colleagues and supervisors					
(e) My employer has a career path for my personal career development plan					

Part E: Organizational Commitment

1. Are you committed to the long-term strategy of your organization?

Yes () No ()

2. Please indicate the extent to which you agree with the following statement:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(a) I feel very loyal to this organization					
(b) I understand how my job contributes to the objectives of the organization.					
(c) I always look forward to another day in office					
(d) I am proud to tell others that I am part of this organisation.					
(e) I frequently think of quitting this job					

Part F: Employee Performance

1. To what extent do you agree with the following statements

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(a) My working environment affects my work positively					
(b) I engage in job tasks beyond my assigned duties regularly					
(c) I consistently seek new knowledge and skills in order to make my work more efficient					
(d) I get constant feedback on my work performance					
(e) I have adequate skills and tools to be able to perform my duties					

What do you think should be changed in your workplace in order to increase your job satisfaction level? (Comment below)

Thank you for your time and God bless you.

Appendix II: Work Plan

ACTIVITIES	1 st Month	2 nd Month	3 rd Month	4 th Month	5 th Month	6 th Month
Formulation of the proposal						
Preparation, drafting and consultation						
Editing of the project and approval of the project by the supervisor						
Data collection and sampling						
Data analysis						
Presentation of findings, writing the final report and submission of the research report to the supervisor						

Appendix III: Budget

Item	Needed	Description	Cost/ unit	Total cost
Proposal	15 copies	Printing 65 pages	KES 10.00	KES 11,300.00
		Spiral Binding	KES 60.00	KES 120.00
Reconnaissance study/Pilot Test	5 copies	Printing 9 pages	KES 10.00	KES 450.00
	Transport	Travel Expense	KES 200.00	KES 200.00
Questionnaires	80 copies	Printing 9 pages	KES 10.00	KES 7,200.00
	Transport	Travel Expense	KES 200.00	KES 2,000.00
Stationery	Note book	1	KES 30.00	KES 30.00
	Pen	2	KES 30.00	KES 60.00
	Pencil	1 HB	KES 30.00	KES 30.00
	Highlighter	1	KES 40.00	KES 80.00
	A4 foolscaps	100	KES 1.00	KES 100.00
Grand total				KES 39,770.00