JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT FINLAY COMPANY IN KERICHO COUNTY, KENYA

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D53/OL/22014/2012

A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE IN MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

KENYATTA UNIVERSITY

AUGUST, 2020
DECLARATION

I declare that this research project is my original work and that it has not been submitted to any other university or institution of higher learning for examination purposes.

Signed: ........................ Date: ........................

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D53/OL/22014/2012

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

Signed: ........................ Date: 18/08/2022

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DEDICATION

I dedicate this work to my wife, children and mother who believed in education and kept on encouraging me to pursue this Masters of Business Administration (MBA) programme.
ACKNOWLEDGMENT

I might want to thank the Almighty God for giving me the chance and solidarity to seek after my instruction. It is through His plenitude Grace that has brought this exploration work this far.

This work would have not been conceivable without my director Dr Priscillah Ndegwa who guided me up and down the procedure. I recognize her understanding, bolster and express gratitude toward her most truly for her enthusiastic endeavors.

I would like to thank my wife and children, for their support and wonderful ideas throughout this process. I further wish to thank my brothers and sisters for their invaluable advice and companion on how to tackle the life challenges, they have always been a source of inspiration from whom I get my intelligence.
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<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>JFKL</td>
<td>James Finlay Kenya Limited</td>
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<tr>
<td>SHRM</td>
<td>Strategic Human Resource Management</td>
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<td>SPSS</td>
<td>Statistical Package for Social Scientists</td>
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## OPERATIONAL DEFINITION OF TERMS

<table>
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<tr>
<th>Term</th>
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<tr>
<td><strong>Job satisfaction</strong></td>
<td>the level of employee motivation and contentment with a given engagement or job</td>
</tr>
<tr>
<td><strong>Work environment</strong></td>
<td>these ranges from the natural surroundings, tools and facilities, working hours to safety protection for employees that motivates them to work</td>
</tr>
<tr>
<td><strong>Remuneration</strong></td>
<td>this is the compensation that employee accrue from rendering their services which includes basic salary, benefits, bonuses, overtime pay and other incentives</td>
</tr>
<tr>
<td><strong>Promotion</strong></td>
<td>the improvement in pay, autonomy and supervision hierarchy based on merit</td>
</tr>
<tr>
<td><strong>Training and development</strong></td>
<td>process of capacity building of employees through new and improvement of existing knowledge, skills, abilities, attitudes and behaviour all aimed at improving their performance</td>
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ABSTRACT

Workers in an association have dependably been key resources as their flight could have huge impact on the usage of the association's field-tested strategies and may in the long run reason a parallel decrease in profitability. In that capacity, worker fulfillment is vital in the long haul development and achievement of an organization. Worker fulfillment would guarantee consumer loyalty and compelling progression arranging. The profitability and proficiency of human asset rely on various powerful factors which run from individual components to authoritative strategies. Occupation fulfillment being one of the most essential elements which affect the efficiency of HR. Human asset is considered as a standout amongst the most critical resources in any association which fills in as a motor in the association for giving a feasible wellspring of vitality and administration conveyance. James Finlays Company Ltd employs over 5000 people with operations in Kenya, Sri Lanka and Argentina. This study therefore seeks to establish how job satisfaction influence employee performance at Finlays Kenya Limited. The objectives of this study will be to determine the influence of work environment, remuneration, promotions and training and development on employee performance at JFKL. The study will be anchored on Hertzberg’s Two Factor Theory, Locke’s Range of Affect Theory and the Job Characteristics Model. The study will use descriptive research design. The target population of this study comprises of permanent employees at James Finlays Kenya Limited who total to 641 ranging from engineers, accountants, high level managers, middle level managers and supervisors. Stratified random sampling will be used to select the sample size of 128 which is 20 percent of the total study population. The study will use both primary and secondary data. Primary data will be collected using a semi structured questionnaire administered to respondents while secondary data will be obtained from the firm’s annual reports, human resource records and finance records. Data collected will be analysed through descriptive and inferential statistics by the use of SPSS. Findings will be presented by use of tables, frequencies, percentages, means and standard deviation. The findings of the study will be useful to the manufacturing and service industry players.
CHAPTER ONE
INTRODUCTION

1.1 Background of study

Employee performance and productivity is of genuine stress in any economy around the globe. Choudry (2009) in his examination Determinants of Labor Productivity, observes that Africa and south Asian countries (except for India) execution in labor efficiency isn't particularly consoling. Work profitability level in 2005 in sub-Saharan Africa economies was the most decreased among all areas. He further emphasized the need to give cautious thought all things considered guidance accomplishment level, conveying useful work to attract remote direct hypotheses. HR the board practices have tremendous impact on affiliations profitability. Abdulla (2009) out that arrangement and enhancement, cooperation, HR organizing and execution examination are related with an affiliations business execution.

In Kenya, scholars like Kiragu (2002), Obong’o (2009) and Kim (2005) had indicated that there are factors that created differences in how public sector organizations coped with change. The main factor was that the performance aims of most public sector organizations differed from firms in the private sector whose strategic transformation were to produce profit. Public organizations were normally limited in terms of flexibility and autonomy as there was political interference, broad accountability and performance expectations continuously shift.

The work exhibit today is creating and developing speedy. It is the commitment of the pioneer in the relationship to change in accordance with these movements to have the ability to make the affiliation gainful. To have the ability to do this, it is basic to satisfy the key workers in the relationship since they are the ones that drive the association forward. According to Young (2006), associations are looked with a trial of people leaving to join distinctive associations. The typical expert is changing businesses on numerous occasions between ages of 18 and 37 reliably. Young pronounces that one reaction to this issue is to believe that you can purchase
figuring out how to replace what you are losing. McCrea (2001) recommends that workers today change occupations once in a while and don't have the association immovability that existed 30 years earlier when your regarded representatives were acquired. The article, 'The battle for scholarly fitness' (2006), moreover communicates that steadfastness to supervisors is obscuring appropriately associations need to raise efficiency by directing capacity better. The pursuit for capacity has gone worldwide as globalization has made requests and open entryways for by and large workers. Representatives in an affiliation have reliably been key assets as their departure could have gigantic effect on the use of the affiliation's attractive techniques and may at last reason a parallel decline in efficiency. Hence, representative satisfaction is basic in the whole deal advancement and achievement of an association. Worker satisfaction would ensure purchaser reliability and practical movement masterminding (Mello, 2007). Representative satisfaction would similarly improve examiner's conviction, as they are stressed over the affiliation's capacity to perform in such ways that would unequivocally affect the estimation of their enthusiasm for the association, from this time forward there is no uncertainty that uncontrolled worker turnover could hurt the security of the association.

The productivity and effectiveness of human asset rely on various powerful factors which run from individual elements to authoritative approaches. Employment fulfillment is one of the most critical components which affect the productivity of HR. Human asset is considered as a standout amongst the most imperative resources in any association which fills in as a motor in the association for giving an economical wellspring of vitality and administration conveyance (Muhammad and Wajidi, 2013).

Shahu and Gole (2008) in their examination break down the impacts of employment fulfillment on performance. They summed up their discoveries on a factor that work fulfillment ought to
be considered by the association as an essential arrangement which should be reached out so as to enhance employees performance. When all is said in done, employee work fulfillment has been characterized as 'a component of the apparent connection between what one needs from one's activity and what one sees it as offering' (Portoghese, Galletta, and Battistelli, 2011). Employment fulfillment is a mentality that individuals have about their occupations and the associations in which they play out these employments (Al Zubi, 2010).

Employment fulfillment has got three measurements. Initially, it is a passionate reaction to work circumstance. The main way we can arrive at a resolution on this is through perception of the employee for example the time they get the chance to work how they function. Also, work fulfillment can be dictated by how well results meet the desires. A model is the way that if the pay is similar to work done and is fair, the association individuals are probably going to create work fulfillment. Thirdly, work fulfillment can be seen as speaking to a mix of related frames of mind (Gathungu and Wachira, 2013).

As per Kalpana (2013), Job fulfillment and inspiration are considered as some of most fundamental parts of work life, and one of the central point that have effect on the people's performance at the work put. Occupation fulfillment influences the physical and mental abilities of employees. An individual need to keep up a sound body and brain to have the capacity to perform physical and mental exercises in the most ideal path in his/her work put. When all is said in done, work fulfillment and inspiration can add to the upgrade in the employee performance.

Employment fulfillment has been over and over and always prized in both humanistic and monetary terms. It has been seen that the employees who do quality work are typically the ones
who are happy with their activity. Fulfilled employees will in general have high consistency standards; they are increasingly committed to the association and will in general yield higher occupation performances (Arif and Chohan, 2012).

This study therefore seeks to establish the job satisfaction measures and levels among employees at the Finlays Company Limited based in Kericho County and determine the influence they have on the performance of employees in the firm. The study will look at work environment, remuneration, promotion and training and development as job satisfaction indicators and their influence of employee performance.

1.1.1 Job Satisfaction

Locke and Lathan (1976) portray work fulfillment as pleasurable or positive energized state coming to fruition in light of the examination of one's development or master getting ready. Occupation fulfillment is an inevitable result of agent's impression of how well their development gives those things that are seen as goal. It is normally found in the real immediate field that development fulfillment is the most major and now and again thought about standpoint.

Luthan (1998) set that there are three key estimations to work fulfillment: work fulfillment is an energized reaction to a business condition. In that constrain it can't be seen, it must be comprehended; work fulfillment is as frequently as conceivable overseen by how well result meet or beat needs. For example, if connection people feel that they are working altogether harder than others in the work environment yet are getting less rewards they will presumably have an antagonistic viewpoint towards the work, the chief just as accomplices. Then again, in the event that they trust they are being overseen unbelievable and are being paid unbiasedly, they are in all likelihood going to have inspiring dispositions towards the activity.
Business satisfaction causes a movement of consequences for various parts of legitimate life. The effect of occupation satisfaction on representative can be seen in extended profitability, unwavering quality and lessened truancy. The commonness of research evidence demonstrates that there is no strong linkage among satisfaction and efficiency (Locke and Lathan, 1976). Cole (2002) battles that movement satisfaction is a once in a while examined subject in work and definitive composition. This is generally a direct result of the manner in which that various pros believe that action satisfaction examples can impact work publicize lead and effect work efficiency, work effort, worker non-appearance and staff turnover. Additionally, work satisfaction is seen as a strong pointer of as a rule singular success similarly as a better than average marker of desires or selections of representatives to leave an occupation.

Finding accurately what makes individuals feel fulfilled about their work can change into a multi-faceted issue. As appeared by Arnold and Feldman (1996), there are a gathering of components that make individuals feel useful or opposite about their development. Likewise, several delegates might be content with couple of parts of their work in any case frustrated with every single other edge, (Mullins, 2002). In the Telecommunication undertakings situation, many staff individuals have unmistakable that they are content with the working hours and occasions yet there are particular components, for example, supervision and the work itself that lead to their development frustration (Schenk, 2001).

To the degree working conditions, the master might want to require working conditions that will result in dynamically critical physical solace and comfort. The nonattendance of such working conditions, despite various things, can impact inadequately on the specialist's psychological and physical thriving (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence work fulfillment, as delegates are worried over a
satisfying physical workplace. As needs be this will render a relentlessly positive segment of work fulfillment. Arnold and Feldman (1996) demonstrates that segments, for example, temperature, lighting, ventilation, tidiness, clack, working hours, and assets are altogether bit of working conditions. Agents may feel that poor working conditions will essentially influence negative execution, since their occupations are soundly and physically asking. Notwithstanding, Arnold and Feldman (1996) cautioned that if working conditions are excessively great or the senseless, this could be decried or disregarded by generally agents. In such a case the laborer does not by any stretch of the imaginative capacity regard his exceptional working conditions, or on the off chance that it is the backwards, this may not burden or effect him.

Research emanates an impression of being dim with respect with the impact of pay on business fulfillment. As appeared by Bassett (1994), a nonappearance of right proof exists to show that compensation alone updates specialist fulfillment or decreases thwarted expectation. As shown by Bassett (1994) generously reimbursed delegates may at present be astounded on the off chance that they couldn't think about the likelihood of their activity and feel they can't enter a likewise fulfilling development. In an examination facilitated by Oshagbemi (2000) among United Kingdom scholastics, a honestly critical relationship among pay and rank of agents and their part of occupation fulfillment was set up. Regardless, an examination driven by Young, Worchel and Woehr (1998) when all is said in done society division neglect to locate any tremendous relationship among pay and fulfillment. Along these lines, results from a review composed by Brainard (2005) among postdoctoral reasonable examiners watched pay and inclinations to be feebly connected with work fulfillment.
The nearness of both financial reward and affirmation has been found to affect learning workers (Arnolds and Boshoff, 2004). Individuals see their pay as an indication of their motivating force to the affiliation. They balance their commitments with got yields appropriate to that of others (Nel et al., 2004). This view is reinforced by Sweeney and McFarlin (2005) who concur that examinations with relative others are basic pointers of pay satisfaction. Their examination, which relied upon the social relationship speculation, included the manner in which that connections with similar others impacts on pay satisfaction. As shown by Boggie (2005), unevenness in regards to nonattendance of affirmation and poor pay every now and again add to an issue with worker satisfaction. This examination thusly hopes to develop the criticalness of occupation satisfaction in upgrading representative execution at Finalys Company Limited, Kenya.

1.1.2 Employee Performance

Locke and Lathan (1976) portray work fulfillment as pleasurable or positive energized state coming to fruition in light of the examination of one's development or master planning. Occupation fulfillment is a possible result of delegate's impression of how well their development gives those things that are seen as goal. It is consistently found in the genuine direct field that development fulfillment is the most crucial and every now and then thought about standpoint.

Luthan (1998) set that there are three key estimations to work fulfillment: work fulfillment is an energized reaction to a business condition. In that constrain it can't be seen, it must be comprehended; work fulfillment is as frequently as conceivable overseen by how well result meet or beat needs. For example, if connection people feel that they are working essentially harder than others in the work environment yet are getting less rewards they will most likely have an antagonistic standpoint towards the work, the supervisor just as accomplices. Then
again, on the off chance that they trust they are being overseen mind boggling and are being paid fair-mindedly, they are doubtlessly going to have inspiring dispositions towards the activity.

Business fulfillment causes a development of ramifications for different parts of real life. The impact of occupation fulfillment on delegate can be seen in broadened gainfulness, relentless quality and diminished truancy. The ordinariness of research proof exhibits that there is no solid linkage among fulfillment and proficiency (Locke and Lathan, 1976). Cole (2002) fights that development fulfillment is an every so often inspected subject in work and complete synthesis. This is commonly an immediate consequence of the way in which that different geniuses trust that activity fulfillment models can affect work plug lead and impact work proficiency, work exertion, laborer non-appearance and staff turnover. Moreover, work fulfillment is viewed as a solid pointer of guideline speaking solitary achievement also as a superior than normal marker of wants or choices of agents to leave an occupation.

The closeness of both money related reward and attestation has been found to influence learning specialists (Arnolds and Boshoff, 2004). People see their compensation as a sign of their rousing power to the alliance. They balance their duties with got yields suitable to that of others (Nel et al., 2004). This view is fortified by Sweeney and McFarlin (2005) who agree that examinations with relative others are essential pointers of pay fulfillment. Their examination, which depended upon the social relationship theory, incorporated the way in which that associations with comparable others impacts on pay fulfillment. As appeared by Boggie (2005), unevenness concerning nonattendance of confirmation and poor pay from time to time add to an issue with specialist fulfillment. This examination along these lines would like to
build up the criticalness of occupation fulfillment in overhauling agent execution at Finalys Company Limited, Kenya.

1.1.3 James Finlays Kenya Limited

Finlays was established in 1750. As a completely possessed backup of the John Swire and Sons Ltd Group, the company has broad tea and green premiums in East Africa and Sri Lanka complimented by worldwide exchanging, bundling and extraction exercises, with the essential markets being in the UK and US. The primary business zones are cultivation, tea domains, tea exchanging, tea extraction, refreshment pressing and coordinations and administrations.

Flamingo Holdings, a completely claimed backup of Finlays, is a generous plant business that incorporates developing, handling, bundling, advertising and appropriation of cut blooms and premium arranged crisp vegetables, providing a few driving UK retailers. Finlays is currently one of the biggest cultivators in Kenya, with more than 100 million stems of Fairtrade affirmed cut blooms developed every year.

The company delivers more than 40 million kilos of dark tea consistently from tea domains in Sri Lanka and Kenya. The tea bequests in Kenya are Rain Forest Alliance authorize. Tea exchanging with volumes more than 100 million kilos every year is completed from workplaces in the UK, Kenya, Dubai, Malawi, Vietnam and the USA. As the world's biggest provider of value tea removes, JFK manages the majority of the world's best drink organizations. Refreshment Packing is done from the cutting edge offices in the UK and Sri Lanka, mixing, sourcing and bundling, fundamentally private mark tea and espresso for clients in the UK, the Middle East and Japan. Coordinations and administrations are done in Sri Lanka with the main present day refrigerated storeroom of any scale and an assortment of essentially benefit related organizations in both Sri Lanka and in Pakistan.
This notoriety depends on more than 100 years around here. They take pride in their item aptitude, inferable from steadfast and educated workforce and a progressing interest in innovative work. The Company additionally takes pride in the life span of client connections and the associations fashioned.

James Finlay all inclusive utilizes more than 50,000 individuals, a large number of whom live on the tea domains and bloom cultivates in Sri Lanka and Africa and for whom lodging, tutoring and medicinal offices are given. The company is intense about its obligations towards her kin and their networks just as the nearby and worldwide condition. Their blossom homesteads and a large number of their tea bequests are Fair Trade licensed. Finlay Flowers is a maker individual from KFC with silver and gold confirmation. In any case, while working to high moral and natural standards and evaluated by various outside review bodies, they perceive that the ecological and social circumstance is never a consistent and are focused on ceaselessly searching for approaches to enhance their performance.

It works for the most part in Kericho. The company produces 23 million kilograms of made tea. They are independent in economical timber and power (85% hydro-electric) and utilize about 16,000 individuals who live on their domains and are given, and their families, with lodging, tutoring and medicinal administrations, this adds up to in excess of 11,000 houses, 106 doctor's facility beds, 25 restorative dispensaries, 14 grade schools, 17 nursery schools and one optional school.

Despite the fact that savagery has been accounted for in the Rift Valley Province since 1991, the Company just as numerous different associations has not been influenced to the scale saw
amid the Post-Election Violence of 2007. In spite of this, the company figured out how to take care of the demand for blooms and all the tea manufacturing plants continued running. Further, no lives were lost in the Company amid the viciousness (James Finlays, 2011). This calls for activity from each one of those concerned particularly in the light of the dread of a rehash (Yamano, Yuki, and Gitau, 2010).

The company has seven manufacturing plants, five process dark tea while two process moment tea. As indicated by the Managing Director, the company stays focused on the manor part of their business however have been inspired by a craving to limit the focal point of their activities geologically and authoritatively and in this manner the range and degree of the difficulties that they should deliver and to which they should do equity. Anyway the case the downstream organizations of bundling, tea concentrates and tea exchanging advantage straightforwardly in a few occurrences, and dependably by relationship, from a mutual learning got from their responsibility for. It is likewise the situation that a portion of these organizations are situated in Kericho and there are openings there and in Sri Lanka for broadening of land use just as the creation of tea (Hogg, 2006).

1.2 Statement of the Problem

Perceiving that employees are the basic assets in any association important to upgrade performance, most associations currently are concentrating on the variables that enhance their activity fulfillment. Woodruffe (2000), accentuated on the significance of preparing and abilities advancement of employees connected through the basic standard of consistent authoritative learning. As indicated by Champion-Hughes (2001 occupation fulfillment results from numerous powerful factors, for example, rewards, work position and workplace and that such basic parts of employment fulfillment incorporate nature of occupation (inborn), substantial prizes (extraneous) and associations with individuals at work (relational). The
components of fulfillment are firmly affected by direct workplace which incorporates controlling controls, work pressure, relational clashes, cooperation, and adequate arrangement of financing and offices (Kotler, 2003). Occupations go about as a noteworthy wellspring of riches and job for individuals, so it has an immediate impact of outward rewards related with work and would result into of employees' fulfillment (Boggie, 2005).

Employee fulfillment is developing in massiveness, as the test for limit is high and as of not long ago making. It isn't troublesome for a contender to measure up to single parts of work, for example, pay rates and focal points. Boyens (2007), bases on the reasons of customized turnover, industrious turnover, and progress for employees to leave a specific company. Additionally, he says that the two sorts of turnover are the most beating for affiliations. The impact of intentional turnover joins loss of execution, information, bent, relationship, and loss of the time and assets that it took to set up the employee. This prompts a sentiment of delicacy and effects the execution of the employees who are left an eventual outcome of the solid impedance of associations and an extreme proportion of progression which thusly impacts the general execution of the company.

Employee turnover rates have, inside the most recent decade change into a the nation over scourge. Employees never again feel the opinion of company devotion that once existed. Expanding measures of corporate mergers and acquisitions have left employees feeling isolated from the affiliations that they served and frequented by worries of everything thought about manager security. This has driven the employees to concentrate more on occupation seeking after as opposed to execution accordingly harming the general execution of the affiliations. With the issue of expanding employee turnover in the agribusiness and social affair industry, one miracles if the objective of the Kenya government concerning the headway and extension
of the segment will be understands it. It accordingly requires an inexorably basic move to be
made to discover how to hold the association's basic employees and the fragments slanted to
affect them to stay in the business to help accomplish part and firm objectives and that of the
association of Kenya. This investigation consider hopes to look at the components that may
affect employee satisfaction and how these components impact execution of employees at
Finlays Kenya Limited.

1.3 Objectives of the Study

1.3.1 General Objective
The main research objective is to establish the influence of job satisfaction on employee
performance at Finlays Kenya Limited in Kericho County, Kenya.

1.3.2 Specific Objectives
The specific objectives of the study will be;

i. To establish the influence of work environment on the performance of employees at
   Finlays Kenya Limited.

ii. To examine effect of remuneration on employee performance at Finlays Kenya Limited.

iii. To establish the influence of promotion on employee performance at Finlays Kenya
    Limited.

iv. To determine effect of training and development on employee performance at Finlays
    Kenya Limited

1.4 Research Questions
The study will be guided by the following research questions;

i. What is the influence of work environment on employee performance at Finlays Kenya
   Limited?
ii. What is the effect of remuneration on the performance of employees at Finlays Kenya Limited?
iii. What is the influence of promotion on the performance of employees at Finlays Kenya Limited?
iv. What is the effect of training and development on employee performance at Finlays Kenya Limited?

1.5 Significance of the study

The study will be beneficial to human resource management scholars as a source of secondary data while stimulating further research on job satisfaction measures and employee performance in different industries. The study will also benefit the management of James Finlays Kenya Limited in understanding the importance and relationship of job satisfaction and employee performance.

The controllers and the approach creators both neighborhood and global can utilize the discoveries as reference for arrangement rules on issues with respect to human asset the executives. They will have the capacity to utilize the discoveries of the examination to define practical approach archives that adequately will adapt to the difficulties that accompany employee execution and responsibility and how to circumvent the test in future.

In light of the discoveries, proposals are made. Whenever pursued, these suggestions would be valuable to managers and arrangement producers in controlling challenges realized by low employee inspiration and fulfillment in Kenya.

The investigation would give extra data into the effectively existing assemblage of writing with respect to the agrarian part employee execution. The discoveries of this examination would improve existing information and consequently would bear some significance with
the two specialists and academicians who look to investigate and do advance examinations.

It would give premise to additionally look into.

1.6 Scope of Study

The study will focus on the employees at the James Finlays Kenya Limited in Kericho County, Kenya. The study will focus on the job satisfaction measures and employee performance in James Finlays Kenya Limited in Kericho County. The study will concentrate on job satisfaction indicators and how they have influenced the performance of employees at Finlays Limited. The study will focus on performance of the employees at the firm for the last five years (2013-2017).

1.7 Limitations of the Study

One of the limitations of the study will be the challenge of insufficient funds to meet all the financial obligations adequately. However the researcher will optimize available resources in the prevailing circumstances. Also the Unwillingness of respondents to take part in giving required information is anticipated as a challenge. This problem will be curbed by assuring the respondents that the study is merely academic and their information will be handled with confidentiality. Another challenge will be accessing the firm managers given their busy schedule but permission will be sort from the top management for them to get time and fill the study questionnaires.

1.8 Organization of the Study

The proposal comprises of three chapters. Chapter one involves background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, and significance of the study, limitation of the study, scope of the study and organization of the study.
Chapter two reviews theoretical and empirical literature while chapter three deals with research methodology which entails research design, target population, sampling design, rationale for sample selection, data collection instruments, questionnaires, validity of the research instrument, reliability, data analysis and ethical considerations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This part abridges the data from different analysts who have done their exploration in a similar field of study. The particular regions secured here are hypothetical writing, experimental audit, and reasonable structure and research holes.

2.2 Theoretical review
The study will be anchored on three theories that explain job satisfaction and employee performance in organizations. They include; Hertzberg’s Two Factor Theory, Locke’s Range of Affect Theory and the Job Characteristics Model.

2.2.1 Hertzberg’s Two Factor Theory
In 1959, Frederick Herzberg, a lead pro proposed a two-factor hypothesis or the accomplice tidiness theory. As indicated by Herzberg, there are some activity ponders that outcome fulfillment while there are other occupation factors that frustrate disappointment. As indicated by Herzberg, the opposite of "Fulfillment" is "No fulfillment" and the inverse of "Disappointment" is "No Dissatisfaction".

The examination facilitated by Hertzberg understands what individuals really require from their occupations. The respondents expected to outline work conditions in which they felt much enhanced (fulfilled) or appalling (frustrated) in their organizations. The investigation got was then engineered into fulfillment or disappointment. The qualities identified with occupation fulfillment included advancement, confirmation, the work itself, accomplishment, headway and commitments. Hertzberg recommended these qualities as 'inspirations'. The qualities identified with disappointment, which included working conditions, supervision,
social affiliations, company approach and affiliation were inferred as 'tidiness' factors (Robbins, 2001).

As appeared by Schermerhorn (1993), Herzberg's two-factor hypothesis is an essential bundling of reference for chiefs who need to get a cognizance of occupation fulfillment and related business execution issues. Schermerhorn demands that Herzberg's two-factor hypothesis is a beneficial invigorate that there are two central parts everything being equal: what individuals do the degree that occupation assignments (work content), and the work setting in which they do it (work setting). Schermerhorn endorses that manager should endeavor to dependably dispose of poor neatness wellsprings of occupation frustration in the working environment and accreditation intertwining satisfier factors with business substance to escalate open passages for business fulfillment. This hypothesis is imperative and noteworthy to this examination in that it sees that employees have two portrayals of necessities that work in them and that both ought to be tended to. This theory consequently can facilitate an analyst in stirring up determinants of employees' fulfillment in a firm like Finlays limited in Kenya.

2.2.2 Locke’s Range of Affect Theory
The fundamental start of Locke's Range of Affect Theory (1976) is that fulfillment is coordinated by an abnormality between what one needs in a business and what one has in an occupation. Further, the theory imparts that the total one attributes a given component of work (for example the element of self-rule in a position) facilitates how fulfilled/baffled one advances toward getting the chance to be when needs are/aren't met. Precisely when an individual qualities a specific piece of work, his fulfillment is significantly more inconceivably affected both solidly (when needs are met) and oppositely (when needs are not met), emerged from one who doesn't respect that feature.
As indicated by this hypothesis (Baron and Greenberg 2003), the effect of the assorted components of work fulfillment can be settled on the off chance that we know the respect an individual places on a specific business related result. The more obvious the respect put on each factor, the more detectable the move in fulfillment changes that will be passed on. This hypothesis additionally advocates that if a huge amount of tremendous worth is put on a specific factor; more grounded presumptions of disappointment will happen. Locke's hypothesis is thusly multifaceted and tremendously express to every person.

As exhibited by this theory (Baron and Greenberg 2003), the effect of the unmistakable elements of occupation fulfillment can be settled. In this perspective, if an alliance comprehends the respect put on each factor, the more prominent the move in fulfillment changes that will be passed on. This hypothesis in like way advocates that if an over the top proportion of colossal worth is put on a specific factor, more grounded assessments of disappointment will happen. Locke's hypothesis is therefore multifaceted and incredibly unequivocal for every person. This can be delineated in the accompanying perspective: Two employees that play out a practically identical assignment at an equivalent working environment may encounter a similar component of fulfillment at any rate in totally sudden ways. The one employee might be unequivocally influenced by the physical parts of the development while the other employee might be impacted by the test and collection characteristic in the activity (Locke, 1976). Strikingly, Baron and Greenberg (2003) battle that ignoring the manner in which that Locke's Theory has not been broadly made a few inquiries, a lot of accentuation put on attributes suggests that activity fulfillment may move from elements. This hypothesis likewise is basic to this examination as it is fundamental to organize in picking the elements that contribute towards the changing degrees of occupation fulfillment or work dissatisfaction.
2.2.3 Job Characteristics Model

Hackman and Oldham (1976) combat that Job Characteristics Model, is a structure to think about how unequivocal occupation properties impact on business results, including work fulfillment. The model conveys that there are five center occupation qualities (tendency blend, undertaking character, errand essentialness, self-standard, and data) which impact on three basic mental states (experienced reality, experienced commitment with respect to results, and learning of the authentic outcomes), as such influencing work results (work fulfillment, non-appearance, work inspiration). The five center development qualities can be joined to layout a rousing potential score (MPS) for an occupation, which can be utilized as a record of how likely a business is to affect an employee's attitudes and practices (Robbins, 2001).

2.3 Empirical review

This covers the analysis and evaluation done by other authors or researchers in the field of job satisfaction practices and employee performance among firms and how significant their relationship has been established to be. The literature reviewed is meant to establish the research gap to justify this study and also to show the connection with the theories reviewed above.

2.3.1 Work Environment and Employee Performance

The articulation "work environment" covers a wide scope of viewpoints, for instance, physical working environment, the administrators' outlook towards employees, relationship with accomplices, and working conditions (Emerson, 2007). Fran Tarkenton articulates that to search for what drives people, "you have to find what turns people on." This is the most basic issue at the same time. A rousing workplace condition require going over and past the current
commitment and obliging the necessities of the employee (Smith, 2010). A circumstance is whatever causes and support employees to be or to perform in view of a particular objective.

Moreover, an influencing working environment must be the one in which employees feel like they are managed sensibly. Notwithstanding what measurement of data a particular employee has in association with the business frames by and large, it is essential for a boss to offer each employee a sentiment of playing a self-animated, fundamental occupation in something much greater. Honestly, instigating reliability is a key segment of energizing employees and thusly extending the general efficiency of exercises (Chandrasekar, 2011).

The workplace of an employee is one of the fundamental records of assessing their working solace and their fulfillment. Since employees contribute a colossal fragment of their essentialness in an alliance, it is fundamental for these relationship to present and keep up veritable working conditions. An alliance should equip for its employees with all the fundamental assets and make it practical for the employee to perform a responsibility. This will assist employees with accomplishing attempts effectively and which to ensure add to work fulfillment (Kawada and Otsuka, 2011).

The employee will lose their interests at work, thusly he won't respect the assignments if the workplace is underneath normal and not work inviting. The workplace fulfillment quickly joins the accompanying four estimations: Firstly, it is the working spots' indigenous living space that merges soaked quality, splendor, confusion, smells and the other basic components. In addition, it is the working spots' hardware condition, that is, paying little notice to whether the employee can valuably get and utilize required instruments and work environments. Thirdly it
is the working hours and extent of staying at work late hours. At last, it is about the security assurance in the working spot (Kawada & Otssuka, 2011).

2.3.2 Remuneration and Employee Performance

Pay infers the money and non-money prizes to an employee for the association plugged. There is no weakness that money related prizes acknowledge an unbelievably luring action in picking business fulfillment. Pay is one of the basic segments of occupation fulfillment since it has an awe-inspiring influence in picking work fulfillment. Individual has unbounded requirements and cash gives the best way to deal with fulfill these necessities, (Arnold and Feldman 1996). In any case, there is no such exploratory check that communicates that compensation alone redesigns ace fulfillment or decreases dissatisfaction (Bassett 1994). The producer is of the tendency that incredible looking pay can't be the standard factor of occupation fulfillment even generously compensated employees may in any case be perplexed in the event that they couldn't think about the likelihood of their development. Similarly, an examination composed by Young, Worchel and Woehr (1998) in the general open division affiliations uncovered the misstep of any essential relationship between work fulfillment and pay. Regardless, Boggie (2005) says that poor pay and nonattendance of attestation routinely prompts an issue with employee upkeep. Chung (1977) says that misstep and discontent can be the reason if pay rates are not show off related. Nel, Van Dyk, Haasbroek, Schultz, Sono, and Werner (2004) also express that employees will separate themselves and their accomplices like pay and their responsibilities to their development and may feel perplexed

Dessler (2012) demonstrated that employee pay unites all pay factors which are given to him against his work. Heery and Noon (2001) portrayed pay through various parts like fundamental pay, benefits, rewards, pay for doing additional work and moving forces”. Pay is in this way what an employee gets against his work in the wake of satisfying his allotted responsibility.
This generally combines a wide extent of money related and non-budgetary prizes. Lai (2011) delineated that compensation is one of those exceptional components which at whatever point disheartened decreases the disappointment estimation of employees. In the event that an employee is repaid by his need, he will reasonably direct over-inconvenience work if any crisis happens. Robbins (2001) delineated that Herzberg's inspiration tidiness hypothesis tells that remuneration is one of those neatness factors which dispose of occupation disappointment. Pay is a factor which drives employees from disappointment to no misstep. Desire theory depicted that individuals do exertion since they require two or three compensations in term of cash, progress, and so on. Individuals expect that in the event that they work decently in the working environment, their execution will increment and in this manner their compensation will growth and they will be advanced. This will cause increase in their development satisfaction level (Yaseen, 2013).

2.3.3 Promotion and Employee Performance

Progression proposes progressing in calling or business improvement. There is an assention among the stars that development fulfillment is unequivocally related to open doors for progression (Pergamit and Veum, 1999). The positive relationship between occupation fulfillment and headway is subject to clear a motivating force by employees (Kreitner and Kinicki, 2001). Exactly when showed up diversely in connection to insistence and accomplishment the element of progression strongly impacts work fulfillment. Locke (1976) advocates that the goal to be advanced emanates from the craving for money related success mental progression, the throbbing for esteem. Thusly the board ought to see that headway prepares a positive invigorating instrument in guaranteeing that the employee achieves focuses at an inexorably raised whole.
The component of progression strongerly impacts work fulfillment when showed up contrastingly in connection to assertion and accomplishment. The progression to the accompanying estimation will result in positive changes, for example, pay, self-standard and supervision, (Arnold and Feldman, 1996). Notwithstanding, Hoy and Miskel (1991), alarms that those best achievers advanced furthermore rapidly can result in disappointment among persisting, sharp in any case less innovative senior laborers. The HR office, at most occasions, is always made the demand "finishes the commitment position incorporates open portal for development (advancement). Locke (1976) advocates that the craving to be propelled comes from the hankering for mental advancement, the aching for value and the hankering for social remains. The board should thusly recollect, that advancement can fill in as an extraordinarily positive influencing contraption in ensuring that the employee accomplishes destinations at a bigger sum.

As demonstrated by Parvin and Kabir (2011), advancement serves at getting high status in the workplace by doing convincing work, all things considered extending the status, position and remuneration of an employee in the affiliation". Progression can thusly be unwound as going towards upward positions in the connection. On the off chance that affiliations are not offering headways to their employees, everything considered, employees will be baffled and their turnover rate will be high (Yaseen, 2013) When employees get headway they will be logically given to their connection. Headway is viewed as a hero among the most fundamental fragments for the employee fulfillment (Parvin and Kabir, 2011). Progression in a general sense impacts employee fulfillment. There is in this manner a positive relationship seen between work fulfillment and chance to make (Ramasodi, 2010).
On the off chance that an association gives employees the imperative segments to progression, for example, work environments, limit and limits, by then employees will be accordingly initiated and fulfilled. Headway and fulfillment have a cozy relationship. Naveed and Bushra (2011) exhibited that Maslow's development of need hypothesis besides delineated that when regard needs (self-governance, power, certification and status) of individuals are satisfied, they will be dynamically content with their activity. Herzberg hypothesis of inspiration states what employees ask for from their activity. Three need theories tell that there is a need of accomplishment and need for power in individuals. Individuals will be persistently fulfilled and awakened when their necessities are satisfied (Ramasodi, 2010).

2.3.4 Training and Development and Employee Performance

Getting ready and headway insinuates any push to upgrade current status of future employees' aptitudes, limits, and data (Aswathappa, 2008). Getting ready and progression has a basic constructive outcome on employees' action satisfaction (Garcia, 2005). Thang and Buyens (2008) communicated that readiness and headway lead to common learning, aptitudes, limits, attitudes, and direct of employees that finally enhance mind blowing budgetary and non-cash related execution of the affiliations.

According to Bhatia (2001), calling enhancement can overhaul manager soundness to employees by giving them some readiness program and thusly advancement. Work headway isn't only the affiliation careful yet it is moreover process that employees attempt to improve themselves, arrive progressed with their position execution and potential capacities. Self-awareness is indispensable in the calling enhancement. Employees must have the confirmation to adjust new things, aptitudes of the board, giving suggestion for dealing with affiliation's worry and getting the opportunity to be inventive. Subsequently, employees could be
adequately upgrading themselves in their work field. By far most of the affiliations wish that their employees were free and have potential for dealing with the issues.

Preparing offers opportunities to employees make and upgrades their comprehension and aptitudes for productive progress (Kabir, 2011). Orchestrated specialists are sensibly content with their activity when showed up diversely in connection to untrained employees (Abdullah and Djebavni, 2011). These arranging programs distinctly raise employees' progress that is useful for capacities (Hunjra et al., 2010). By getting these arranging programs employees can get beyond any doubt, movement of calling, and have positive idea for their affiliations (Kabir, 2011). The reason for these arranging and the managers programs is to address employees' aptitudes and association potential results (Hunjra et al, 2010).
### 2.4 Summary of Literature Review and Research Gaps

#### Table 2.1: Summary of Literature Reviewed and Research Gaps

<table>
<thead>
<tr>
<th>Focus of the current study</th>
<th>Research gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence of training and development on employee performance at Finlays Kenya Limited</td>
<td>The study was done among pharmaceutical firms in India and focused on employee motivation while the current study is on employee performance at Finlays Kenya Limited</td>
</tr>
<tr>
<td>Promotions and employee performance at Finlays Kenya Limited</td>
<td>The study was done in Malaysia and focused on employee turnover while the current one is based on employee performance in Kenya</td>
</tr>
<tr>
<td>Employee remuneration and employee performance</td>
<td>The study focused on job satisfaction while the current one is on employee performance</td>
</tr>
<tr>
<td>Work environment and employee performance</td>
<td>The study focused on job satisfaction while the current one is on employee performance</td>
</tr>
</tbody>
</table>
performance

Source: Researcher and Literature Reviewed
2.5 Conceptual framework

The independent variable will job satisfaction measures which include work environment, remuneration, promotion and training and development while dependent variable is employee performance at Finlays Kenya Limited.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work environment</strong></td>
<td></td>
</tr>
<tr>
<td>• Natural environment</td>
<td>Employee Performance at Finlays Kenya Limited</td>
</tr>
<tr>
<td>• Tools and facilities</td>
<td>• Employee loyalty</td>
</tr>
<tr>
<td>• Working time</td>
<td>• Duration of stay</td>
</tr>
<tr>
<td>• Safety protection</td>
<td>• Employee attitude</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Remuneration</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Basic salary</td>
<td>Employee Engagement</td>
</tr>
<tr>
<td>• Benefits</td>
<td>• Employee loyalty</td>
</tr>
<tr>
<td>• Bonuses</td>
<td>• Duration of stay</td>
</tr>
<tr>
<td>• Incentives</td>
<td>• Employee attitude</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Promotion</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pay</td>
<td>Employee Engagement</td>
</tr>
<tr>
<td>• Autonomy</td>
<td>• Employee loyalty</td>
</tr>
<tr>
<td>• Supervision</td>
<td>• Duration of stay</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training and development</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Knowledge and skills</td>
<td>Employee Engagement</td>
</tr>
<tr>
<td>• Abilities</td>
<td>• Employee loyalty</td>
</tr>
<tr>
<td>• Attitudes</td>
<td>• Duration of stay</td>
</tr>
<tr>
<td>• Behaviour</td>
<td>• Employee attitude</td>
</tr>
</tbody>
</table>

*Figure 2.1: Conceptual Framework*

*Source: Researcher, 2018*
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This section sets out different stages and stages that will be followed in finishing the investigation. This segment is a general plan, plan or structure imagined to help the specialist in noting the brought up research issues. In this area the exploration distinguishes the methods and strategies that will be utilized in the gathering, handling and examination of information. In particular, the accompanying subsections will be incorporated; look into configuration, target populace, information accumulation instruments, information gathering strategies and at long last information examination.

3.2 Research Design
The examination will get an descriptive design which Mugenda and Mugenda (2003) is depicted as an investigation structure which is a precise, observational curious into which the researcher does not have a prompt control of free factor as their appearance has simply occurred or in light of the way that the typically can't be controlled. Research configuration ensures the examination is relevant to the issue and its strategies are monetarily astute for gaining information. Illustrative research configuration is stressed over finding a few solutions concerning the how, who, when and where of a wonder to produce a profile (Mugenda and Mugenda, 2003).

3.3 Target Population
Target population for study will be the employees at the James Finlays Kenya Limited head offices in Kericho County. According to the JFKL (2018), there are 641 permanent employees working in various sections at the firm ranging from engineers, accountants, high level managers, middle level managers and supervisors. Although a good number of casual workers is also employed with the company.
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Categories</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineers</td>
<td>136</td>
<td>21.23%</td>
</tr>
<tr>
<td>Accountants</td>
<td>72</td>
<td>11.23%</td>
</tr>
<tr>
<td>High level managers</td>
<td>67</td>
<td>10.45%</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>88</td>
<td>13.72%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>278</td>
<td>43.37%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>641</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*James Finlays Kenya Limited, 2018*

3.4 Sampling design and sample size

Stratified random sampling technique will be used to obtain a representative sample since population of interest is not homogeneous. Owing to the big number of target population and given the time and resource constraints, the sampling at least 10% is recommended by Mugenda & Mugenda (2003). This study will therefore use a sample of 128 respondents or 20% of the population drawn from all staff at the five categories at the James Finlays Kenya Limited in Kericho County, Kenya.

Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Categories</th>
<th>Population</th>
<th>Ratio</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineers</td>
<td>136</td>
<td>0.2</td>
<td>27</td>
</tr>
<tr>
<td>Accountants</td>
<td>72</td>
<td>0.2</td>
<td>14</td>
</tr>
<tr>
<td>High level managers</td>
<td>67</td>
<td>0.2</td>
<td>13</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>88</td>
<td>0.2</td>
<td>18</td>
</tr>
<tr>
<td>Supervisors</td>
<td>278</td>
<td>0.2</td>
<td>56</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>641</strong></td>
<td><strong>0.2</strong></td>
<td><strong>128</strong></td>
</tr>
</tbody>
</table>
3.5 Data Collection Instrument

Primary data will be gathered by the assistance of a semi-organized survey. The nearby finished inquiries will give increasingly organized reactions to encourage unmistakable suggestions while the open-finished inquiries will give extra data that won't be caught in the nearby finished inquiries. The examination will utilize essential information which will be gathered through self-regulated questionnaires to the permanent staff at the tea farms and factories of the firm in Kericho County. Questionnaire were preferred since the staff are knowledgeable and educated hence they can read and respond accordingly.

3.6 Validity and Reliability of the study

3.6.1 Validity

Validity is an extent of how much data obtained from the instrument accurately and genuinely addresses the theoretical thought and explicitly how the data addresses the variables. Where authenticity has been developed, any acceptances delivered utilizing such data will be exact and critical (Mugenda and Mugenda, 2003). The authenticity of this examination increases by using distinctive wellsprings of confirmation (Yin, 2003). The main period of this exploration will utilize the econometric strategy to set up the connection between occupation fulfillment and employee execution at Finlays Kenya Limited. The information will be gathered from the changeless staff at the company tea ranches and industrial facilities in Kericho County. This will affirm the legitimacy of the information and significant outcomes.

3.6.2 Reliability

Cronbach's Alpha will be connected to quantify the co-effective of inside consistency and in this way dependability of the instrument. So as to check dependability of the outcomes, the investigation will utilize Cronbach's alpha system, which depends on interior consistency. Cronbach's alpha estimates the normal of quantifiable things and its relationship. SPSS
programming will be utilized to check the unwavering quality of gathered information. In general scales' unwavering quality of the current circumstance and the alluring circumstance will be tried by Cronbach's alpha, which ought to be over the adequate dimension of 0.70 (Hair et al., 1998). Alpha over the estimation of 0.7 will be viewed as adequate (George & Mallery, 2003). Develop legitimacy procedure will be utilized to test the legitimacy of the instrument.

3.7 Data collection Procedure

An introduction letter from Kenyatta University will be issued to the researcher for identification by the staff of Finlays Company and the permission will be sought from the James Finlays Kenya Limited management before data collection. The questionnaires will be administered to the respondents through drop and pick later method. Fully completed questionnaires will be collected after completion and call-backs made as necessary. Confidentiality of the respondents will be guaranteed through an assurance letter which will be issued with each questionnaire.

3.8 Data Analysis and Presentation

After information accumulation, an exhaustive check will be done on the polls previously coding and utilizing Statistical Package for Social Sciences (SPSS). The essential information gathered through polls will be dissected utilizing exceed expectations to get existing relationships. The connections will illuminate the analyst on presence or non-presence of a connection between the job satisfaction and employee performance at James Finlays Kenya Limited. Quantitative data will be presented through tabulation, percentages, mean, standard deviation and frequencies.

The regression model will be as follows:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha \]

Where \( Y \) is the dependent variable (employee performance at James Finlays Kenya Limited),
\( \beta_0 \) is the regression coefficient,

\( \beta_1, \beta_2, \beta_3 \) and \( \beta_4 \) are the slopes of the regression equation,

\[ X_1 = \text{Work environment} \]

\[ X_2 = \text{Remuneration} \]

\[ X_3 = \text{Promotion} \]

\[ X_4 = \text{Training and development} \]

\( \alpha \) = an error term.

### 3.9 Ethical considerations

The specialist will guarantee that the data gathered is handled and treated with most extreme privacy. The exploration poll has the choice of showing or not demonstrating the character of the respondent. The specialist will clarify the goal of completing the exploration before starting the procedure of information gathering and hence the support in the investigation will be through intentional and educated assent. Every one of the respondents will be treated with incredible regard and politeness. The researcher will inform the respondents that no compensation would be accrued from participating in the study and further that the results of the study would be shared upon completion of the study.
REFERENCES


Kawada, Tomoyuki, & Otsuka, Toshiaki (2011). *Relationship Between Job Stress, Occupational Position and Job Satisfaction Using a Brief Job Stress Questionnaire.* *Work,* (4


Appendix I Survey Questionnaire

Research Title - Job satisfaction and employee performance an empirical approach objective. The aim of the study is to investigate the effects of job satisfaction on performance of employees at Finlay Company Ltd in Kericho County, Kenya.

Dear Respondent,

I am a student at Kenyatta University and I am conducting a survey on the research titled above. With your permission, kindly find the attached set self-explanatory questions and take your time to answer them.

Kindly note that the questions are meant for educational purposes and your response will be preserve with confidentiality. Do not put your name on the questionnaire.

Please do not hesitate to contact the researcher for any request for information about this researcher.

Thank You

Charles Korir

Charleskorir26@yahoo.com
The questions have been divided into sections based on the objectives of the study, A, B and C.

SECTION A – Demographic Data – Practical Information of the Respondent.

Please tick (✓) in the box relevant to you

A. Age

What is your age? □ Less than 20 Years □ 20 – 29 Years
□ 30 - 39 Years □ 40 – 49 Years
□ 50 and above

B. Gender

What is your gender? □ Male □ Female

C. Marital Status

What is your marital status? □ Married □ Single
□ Widowed □ Divorced

D. Staff Cadre

What is your current cadre? □ Junior Cadre □ Senior Cadre

E. Educational Qualification

What is your educational qualification? □ Primary Certificate
□ Secondary Certificate □ Diploma
□ Degree □ Masters □ P.H.D.
SECTION B. The statement in this section describes job satisfaction. Please tick (✓) any option among the interpretation of the scale 1 – 5.

<table>
<thead>
<tr>
<th></th>
<th>Strong Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
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<td>4</td>
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<tr>
<td>5</td>
<td></td>
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</tbody>
</table>

1. Generally: I am satisfied with my job
2. I find my job interesting.
3. My job meets my expectations.
4. I am satisfied with my working environment.
5. I am satisfied with my salary and other rewards.
6. I am satisfied with the Senior managers.
7. I am satisfied with my current job position.
8. I am satisfied with my career progression in the company.
SECTION C. The statement in this section describes employee’s performance.

Please tick (✓) any option among the listed options to indicate your preferred answers to the questions.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I know why employees in my organization are always upraised.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. I understand my duties.</td>
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</tr>
<tr>
<td>3. I am able to work with less supervision.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I do assigned duties effectively and efficiently.</td>
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</tr>
<tr>
<td>5. I am always on duty.</td>
<td></td>
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</table>
## APPENDIX 2: WORK PLAN

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>MAY 2018</th>
<th>JUNE 2018</th>
<th>JULY/AUGUST 2018</th>
<th>AUGUST/SEPT 2018</th>
<th>OCTOBER 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal Writing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Piloting and revision of instruments</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Data Analysis and Collection</td>
<td></td>
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</tr>
</tbody>
</table>
## APPENDIX 3: RESEARCH BUDGET

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>JUSTIFICATION</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationary</td>
<td>Writing Materials, Pens, Paper and notebooks</td>
<td>8,000/=</td>
</tr>
<tr>
<td>Internet Cost</td>
<td>Internet Browsing</td>
<td>4,000/=</td>
</tr>
<tr>
<td>Data Collection</td>
<td>Transport accommodation</td>
<td>10,000/=</td>
</tr>
<tr>
<td>Printing</td>
<td>Printing Charges</td>
<td>4,500/=</td>
</tr>
<tr>
<td>Data Analysis</td>
<td>Analysis and Processing Cost</td>
<td>15,000/=</td>
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<tr>
<td>Printing</td>
<td>Copies of the Proposal for defence purpose</td>
<td>5,000/=</td>
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<tr>
<td>Contingencies</td>
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<td>5,000/=</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td>51,500/=</td>
</tr>
</tbody>
</table>