Job Satisfaction and Employee Performance in the Telecommunication Sector in Kenya: A Case of Telkom Kenya Limited

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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.

1. INTRODUCTION

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.

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 employees 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 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.

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. 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.

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.

3. OBJECTIVES

The general objective of the study was to explore the effect of Job Satisfaction Dimensions on Employee Performance among employees in the telecommunication sector in Kenya.

The specific objectives were:

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.

4. 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. 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.

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.

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 be 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.

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.

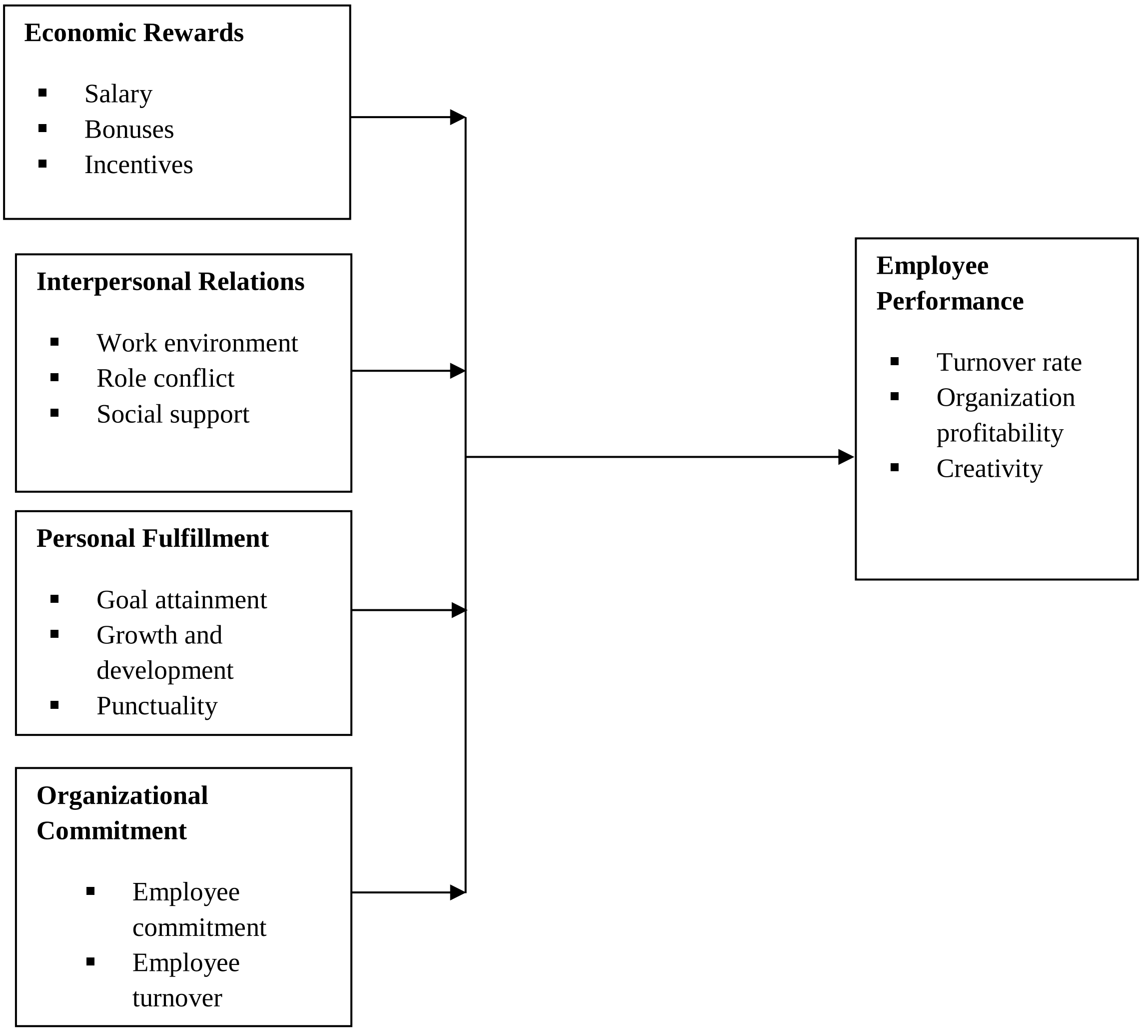

Figure 1: Conceptual Framework

6. RESEARCH METHODOLOGY

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. 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.

In this study the sampling frame captured the different cadres and number of employees in the technical department at Telkom Kenya Ltd. 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.

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

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

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

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. 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:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$Where:

Y represents employee performance of technical employees in the telecommunication sector

$\boldsymbol{\beta_0}$ represents Constant

$\mathbf{X_1}$ represents Economic rewards

$\mathbf{X_2}$ 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

7. RESEARCH 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.

The research sought to establish the existing relationship between economic rewards and employee performance. The results are illustrated in Table 1.

Table 1: 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 1 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.

The research sought to determine the relationship existing between interpersonal relations and employee performance and the results are illustrated on Table 2.

Table 2: 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).*

According to Table 2, 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).

The research study sought to establish the relationship existing between personal fulfillment and employee performance. Table 3 illustrates this relationship.

Table 3: 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 3, 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.

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.

Table 4: 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).*

According to table 4, 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.

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 5.

Table 5: 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*

According to table 5, 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 6: 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 6 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 7: Coefficients[a]

		Unstandardized Coefficients		**Standardized Coefficients**		
Model		**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 7 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

β_1,β2, β3,β_4 represents Regression Coefficients

ε represents Error Term

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.

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 8 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

Economic Rewards, Interpersonal Relations, Personal Fulfillment, Organizational Commitment

Results in table 8 indicated that there was a strong positive correlation (r=0. 0.811) between the economic rewards and the employee performance which was statistically significant at α=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 α=5%.

8. CONCLUSION

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. 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.

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. 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.

9. 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.

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