The Social Work Environment And Its Influence On Employee Performance: A Case Study Of Kenya Airways Contact Centre In Nairobi, Kenya

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Abstract: Performance of a customer service centre defines the growth of the whole organization and an enabling working environment. Over the years, the effect of social work environment on the performance of contact centre employees in the Kenyan aviation industry particularly airline business has received little attention in academic inquiry. The issue of the social work environment on contact centre employees has not been sufficiently researched, but the focus has been directed to the performance of the whole organization. This is the gap the study sought to fill. The research was conducted through a case study and structured questionnaires were administered to fifty (50) respondents drawn from three subsections of Kenya Airways (KQ) Contact Centre. A pilot test was carried out for the purposes of enhancing the reliability and validity of the instrument. Data was collected through drop and pick later by the researcher at the respondent's places of work. Collected data was analyzed using Statistical Package for Social Sciences and Microsoft Excel to generate both descriptive and inferential statistics. The findings of the study revealed that social work environment affected performance of employees in Kenya Airways Contact Centre. A Spearman's Rank correlation coefficient of 0.88 indicated a strong dependence between the two variables. The centre was found to have good policies in place sufficient to guide its course but lacked in operationalization. The study recommended that the management of Kenya Airways should continuously invest in new technologies in the areas of communication and ticket management systems and adopt policies that enable equity and equality for all.

Keywords: Employee Performance, Contact Centre, Social Environment

I. INTRODUCTION

A. SOCIAL ENVIRONMENT

Social environments encompass the social relationships and cultural milieus within which defined groups of people function and interact (Barnett & Casper, 2001). Relational capability is an important asset in the workplace for employees and organizations. On various measures, good interpersonal skills are associated with better employee performance and consequently organizational productivity. Positive workplaces are where people are happy and motivated. Good management practices require a standard of behaviour that encourages employees go to work each day and carry out allocated tasks without having their personal dignity diminished. A positive workplace encourages engagement with employees and promotes effective and transparent communication across the organisation. It is a place where people feel comfortable with themselves and where everyone is treated in a fair and equal way.

The importance of strong relationship building in creating positive workplaces cannot be underestimated. Strong interpersonal skills help build relationships. Many of the values we consider important in our own personal relationships are the very same values we should be considering in our work relationships. These values include trust, honesty, respect and accountability (Carter *et al*., 2011). Organizations that facilitate effective communication and

team working have achieved better quality outcomes and improved job satisfaction. Relational capability is not just a skill which can be developed, but also an approach to organizing work and managing people which will strengthen teams and support consistent good performance. Communication facilitates exchange of information and opinion with the organization and improves operational efficiency and hence organization performance. Positive and motivating workplaces should be free from unresolved issues, hostilities, discrimination, inappropriate behaviors, harassment and bullying and other difficulties, (Gitell *et al*., 2008).

Organizations with strong leadership create a workplace that is motivating for all team members, including both mainstream and support staff. Leadership may be viewed as the quality of behaviour of individuals whereby they guide people or their activities in organizing efforts. A leader interprets the objectives for the people working under him and guides them towards the achievement of those objectives. Whilst an element of leadership encompasses roles such as supervision, really effective leadership is about inspiring people to develop to their full potential and work as a happy and productive team. Team leaders should be in the forefront in providing pathways to support team members in realizing their goals (Cope, 2006). The behaviour of an organizational leader has a huge influence on the staff. The behaviour needs to demonstrate purpose. Leaders need to be accessible and approachable and have a sound sense of self. Researchers identify five key elements to effective leadership as being the leader's ability provide a vision and communicate it; develop a team culture; set goals and objectives; monitor and communicate achievements; and facilitate and encourage the development of individuals (Rodd, 1998).

Positive workplaces are places that promote social equity. Equity is based on the idea of moral equality, the principle that people should be treated as equals. This is the idea that, despite many differences, all people share a common humanity or human dignity and, as a result of this, individuals must consider how each of them should be treated. Equity should be a key principle guiding policymaking. Organization management should more consistently and coherently take equity as a goal in its practices, incorporating an understanding of the pressing inequities within workforce and informed assessment of the potential ramifications for equity (Jones, 2009). A positive workplace is one that is compassionate and equitable, where people are valued and respected, where everyone has an opportunity to participate and contribute, and where differences are understood and valued. These workplaces have an understanding and appreciation of the diversity that exists amongst the people who work there. They perceive diversity as an opportunity to learn from different perspectives, to work within a collaborative approach and to value and utilise each other's strengths (Rodd, 1998).

Two basic principles should be used to guide in distribution of chances in organizational setups. These are equal life chances and meritocracy. Equal chances principle requires that there should be no differences in outcome based on factors for which people cannot be held responsible. Certain differences among people strike most as inherently unfair. The doctrine of meritocracy proposes that equal

chances notwithstanding, positions in society and rewards should be distributed to reflect differences in effort and ability, based on fair competition. A strong instinct many have is that, where differences in people's success in life truly reflect factors over which they had control, this is just (Jones, 2009).

B. EMPLOYEE PERFORMANCE IN CONTACT CENTRES

Performance may be defined as the record of outcomes produced on a specific job function or activities during a specified period. This definition of performance refers to a set of outcomes produced during a certain period and not personal characteristic or competency of the performer (Bernardin & Russell, 2013). Deliverables differ from one job function to another. A trainer may be evaluated on organization of presentations defined as presentation of material in a logical and methodical order. A customer service agent would have some measure of customer concerns addressed within a given duration. Whereas organisational performance is a sign of the capacity of a company to efficiently achieve independent goals, employee performance is usually looked at in terms of outcomes. However, it can also be looked at in terms of behaviour (Armstrong, 2000). Kenney, (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness and quality.

There are six categories of performance outcomes by which the value of performance in any work activity may be assessed. These categories are quality, quantity, timeliness, cost-effectiveness, need for supervision and interpersonal impact. Although all these criteria may not be relevant to every job function, a subset of them will be, (Bernardin and Russell, 2013). Agents in a contact centre respond to queries from customers via data and voice communication and as such quality and time are of essence. A study conducted by Purdue University found that 92% of United States (US) customers form opinions of a company based on their experience using the company's contact centre. Furthermore, the study reports that based on a negative contact centre experience, 63% of consumers even discontinue using a company's products (Delorey, 2003). Various researchers suggest that call centre performance have direct links to the following constructs: Customer satisfaction and service quality (Kenney, 1992).

Modern management science's philosophy considers customer satisfaction as a baseline standard of performance and a possible standard of excellence for any business organization. Some scholars define customer satisfaction as an evaluation of product or service in terms of whether that product or service has met their needs and expectations (Zeithaml & Bitner, 2000). Customers across various industries want better service. They want to be treated better, have easier ways of accessing quality services, with timely responses. Quality may be expressed as the degree to which process of carrying out activity approaches perfection in terms of conformity to procedures, or fulfilment of intended purpose. Timeliness on the other hand requires that a result is produced at the earliest time desirable from the standpoints of

both coordinating with the outputs of others and maximizing the time available for each activity (Cardy & Leonard, 2011). Service quality is more often used as a more enduring construct, where as satisfaction is specific to any situation or experience. Service quality creates an overall impression of the relative perception of an organisation and its service (Delorey, 2003).

Organizations are operating in very competitive business environments. They aim at satisfying customers at the least cost. Cost effectiveness is thus a measure that organizations frequently desire of their employees. This measure is the degree to which the use of organization's resources is maximized in the sense of getting the highest gain. The use of materials, technology, money and human is maximized for a unit production (Cascio, 2013). Furthermore employers are interested in cooperation among workers and good will. This is the perspective of contextual performance where mentoring and facilitation of pleasant work environment are important virtues. Personal support is an essential dimension of employee performance and is defined by such behaviour as helping others by offering suggestions, teaching useful knowledge and skills and providing emotional support for colleagues' personal problems (Bernardin & Russell, 2013).

C. STATEMENT OF THE PROBLEM

Globally the airline industry has grown tremendously from what it used to be in the previous century. The consumers of air transport and the wider economy have benefited from the doubling of unique connections between cities and the halving of air transport costs in real terms over the past two decades. It is fast and price effective connectivity between cities that is the source of benefits to travellers and shippers. These connections are also the source of economic flows (people, goods, capital, and ideas) that generate wider benefits through boosting business productivity (Pearce, 2015).

Kenya Airways, Kenya's national carrier, is modernizing its operations to navigate through dynamic business environment that saw it plunge into loss territory. The airline has put in place strategies for turnaround process that include e- commerce model (KQ Annual Report, 2015). The airline realizes that in order to achieve its goals of enhancing Guest Experience and Operational Excellence, the input of every department is vital (Mwikya & Migosi, 2013). At the centre of KQ operations is the organization's contact centre whose performance is of particular importance as it is the link between the customers and the product. The need to satisfy stakeholders in the turbulent environment has put enormous pressure on the customer service agents and frontline staff who serve and support the travellers to keep the industry moving. Consequently, the airline companies have increased the working hours for the personnel in the customer service department and introduced shifts and odd hours to cater for different time zones. This in turn has increased pressure on the staff besides increasing likelihood for occurrence of mistakes which may inconvenience customers and cause an enormous loss of revenue (Mwikya & Migosi, 2013).

Notwithstanding the managerial interventions, over the last three years, the contact centre has failed to meet its operational goals and hence missed on its vital contribution to performance of Kenya Airways as a whole. The contact centre achieved 75% and 80% operational performance in call service level and call efficiency respectively in the year 2015 (KQ Annual Report, 2015). The reservation sub section, in 2017, posted 68.3% in call service level and 76% in call efficiency against targets of 85% and 90% respectively. The subsection abandoned at least 11.7% of the inbound calls against a target of not more than 3 percent. Fly Blue subsection achieved 72% and 77% in call service level and efficiency respectively against similar performance goals. A considerable percent of inbound emails and charts have not been satisfactorily handled either (KQ Annual Report, 2017).

Despite this growing importance of contact centres and the dismal performance of KQ Contact Centre, there is insufficient research work done to determine the cause and suggest remedy. In particular no research work is traceable on the employee performance in KQ Contact Centre. A study on relational factors influencing on-time service delivery at Kenya Airways Limited highlighted low performance with regard maintaining timely flight schedules. It is noteworthy that most queries address issues of delays (Mokaya & Kittony, 2008). Other studies have informed managerial response by increasing personnel and changing work patterns without achieving much. Others research work reviewed point out that the role of work environmental factors in improving employee performance in a firm cannot be overemphasized. This study therefore sought to find out the influence of individual work environmental factors on employee performance at Kenya Airways Contact Centre.

D. GENERAL OBJECTIVE OF THE STUDY

The main objective of the study was to establish the influence of work environment on the performance of employees in KQ Contact Centre.

E. SPECIFIC OBJECTIVE OF THE STUDY

Specifically, the study sought to determine the influence of social work environment on employee performance in KQ Contact Centre. The aspects of the social work environment in the research included team leadership, social equity and work relations.

RESEARCH QUESTION

Does social work environment influence employee performance in KQ Contact Centre?

II. LITERATURE REVIEW

A. THEORETICAL FRAMEWORK

A theory is defined as a set of interrelated concepts, definitions and propositions that present a systematic view of phenomena by specifying relations among variables with the purpose of explaining or predicting the Phenomena (Dick &

Ellis, 2006).This study was anchored on two theories that underpin employee performance. They include The Fifty – Fifty Theory and Theory of Performance.

FIFTY-FIFTY THEORY

Fifty-Fifty Theory was developed by John Adair, a professor of leadership studies, as a motivational factor that could influence company performance. John Adair is widely acknowledged as one of the most significant influences on management and leadership development in the world. He studied history at Cambridge University and holds higher degrees from the Universities of Oxford and London (Adair, 2008). Adair defined motivation as a need or emotion that prompts a man in to action. Whatever may be the behaviour of a man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concerned. Motive can be known by studying his needs and desires. Generally, different motives operate at different times among different people and influence their behaviour.

From the perception of Adair, fifty percent of motivation of an employee to perform a task comes from within the person and the remaining fifty percent comes from the environment. Need is the starting point of motivation from a performer. An unsatisfied need creates tension that stimulates drives within the individual. These drives generate such behaviour to achieve particular goals that will satisfy the need and lead to reduction of tension. The action taken by the individual will lead to reward, which in turn satisfies the need and reduces tension.

The other half of individual motivation comes from the outside the individual – the environment. The environment includes the immediate surrounding within which an employee operates and includes management, colleagues, tools of work among others. These are factors that make up the work environment (Akah, 2010).

This rule is not used to declare the exact proportions, but it tries to explain that, fifty per cent of individual's motivation comes from within the individual and fifty per cent from an external influence. Within these important external factors the nature and quality of the leadership present is essentially important (Akah, 2010). He pointed out eight Key Principles of Motivating in his book. Among the eight principles is creation of motivating environment that enhances productivity and responsiveness among employees. The Fifty-Fifty rule does have the benefit of reminding leaders that they have a key role to play for the success or failure in the motivation of employees at work (Adair, 2007).

This theory provides an important link in the study as it touches on the elements of the work environment. Workers in any set up work in a context of society. They use facilities in their work environment to serve customers; they rely on services of colleagues and report to the management. This is the configuration of KQ Contact centre where agents in an enclosure use technical facilities to serve customers of diverse ethnicity, races, and religions and with varying needs. The management in this case may play a crucial role in creating an enabling and motivating work environment to achieve organizational objectives.

THEORY OF PERFORMANCE

Theory of Performance develops and relates six foundational concepts to form a framework that can be used to explain performance as well as performance improvements (Elger, 2007). This theory was developed in 2007 by Donald F. Elger, a professor in the University of Idaho. The author defines Performance as an act of taking a complex series of actions that integrate skills and knowledge to produce a valuable result. In some instances, the performer is an individual. In other performances, the performer is a collection of people. To perform is to produce valued results. A performer can be an individual or a group of people engaging in a collaborative effort (Caine, 2005).

The rationale of Theory of Performance is that humans are capable of extraordinary accomplishments. Wonderful accomplishments also occur in day-to-day practice in an array of contexts. An advisor inspires students to follow their dreams. A teacher magically connects with students. A researcher continually asks quintessential questions that lead to revolutions in thinking. A dean inspires an entire college to collaborate and attain wonderful outcomes. Performance, as the adage goes, is a "journey not a destination." The location in the journey is labeled as level of performance. Each level characterizes the effectiveness or quality of a performance. For instance, as a manager advances his level of performances, he is able to organize people and resources more effectively and to get higher quality results in a shorter time. As performance advances from lower to higher levels, various indicators improve. For instance, quality increases and cost decreases as amount of effort or financial resources to produce a result goes down; amount of waste goes down (Wiske, 1998). Higher levels of performance are associated with increase in identity and motivation. Individuals develop more sense of who they are as professionals and organizations develop their essence. Lastly, the ability to tackle more challenging performances and the ability to generate more output increases as is the case of knowledge and skills (Tomlinson *et al*, 2002).

The performance of an organization depends on the components of the system and on the interactions between these components. Similarly, level of performance of an individual or an organization depends on the components that include level of identity, skill, knowledge, personal factors, fixed factors and context of performance. The context relates to circumstances associated with the performance. For instance, the performance of an academic department is coupled with the organizational effectiveness of the host college. Similarly, productivity of an engineer in an organization depends on the context or the environment of the work (Pellegrino *et al*, 2001).

B. CONCEPTUAL FRAMEWORK

A conceptual framework is a network of linked concepts. Conceptual framework analysis offers a procedure of theorization for building conceptual frameworks based on grounded theory method (Minja, 2008).This study is conceptualized on the premise that the performance of employees in Kenya Airways Contact Centre (dependent

variable) is influenced by the social work environment. Selected factors of the social work environment include team leadership, social equity and work relations. The conceptual framework is depicted in Figure 1.
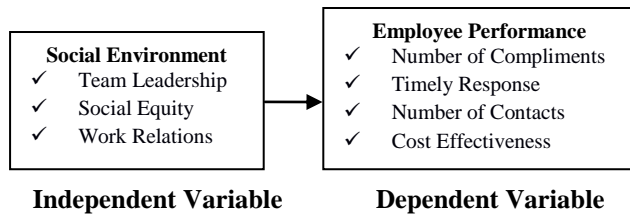

Figure 1: Conceptual Framework

III. RESEARCH METHODOLOGY

A. RESEARCH DESIGN

Research design is defined by Cooper and Schindler (2014) as the overall strategy that is chosen to integrate the different components of the study in a coherent and logical way, thereby, ensuring the research problem is effectively addressed. According to Kombo and Tromp, 2013 research design is the glue that holds all the elements in a research project together and shows how all of the major parts of the research project work together to try to address the central research questions.

This study adopted a descriptive design. Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present, (Orodho, 2003).This design was suitable for this work as the researcher aimed to find out the influence of social work environment on the performance of employees at Kenya Airways Contact Centre.

B. STUDY POPULATION

Population is defined as all individuals and organizations that make up a study universe, (Kothari & Garg, 2014). The universe may be finite if the number of elements is known as was the case for the number of employees in Kenya Airways, or otherwise infinite. Target population on the other hand refers to the population from which the researcher will draw a general conclusion of the study (Mugenda & Mugenda, 2003).

The target population was drawn from the KQ Contact Centre Section which falls within the Commercial Department. The KQ Contact Centre had 82 employees in the three subsections that included Flying Blue, Reservations and Jambojet. A sample of fifty respondents was drawn from the three subsections within the contact centre premise. The sample comprised of 50% of the target population. Nine additional questionnaires were used to cater for non response. The sample was considered sufficient according to the assertion by Mugenda and Mugenda, (2003), that a sample of between 10% and 30% is sufficient for a descriptive study as long as the sample size is not less than 30 in number.

C. DATA COLLECTION AND ANALYSIS

Structured questionnaires were used to collect primary data from agents in KQ Contact Centre. The questionnaires contained both open-ended and closed ended questions. Open ended questions gave the respondents freedom to respond in their own words and express their views while closed questions ensured uniformity as suggested by Kothari (2009). The questionnaires were administered by the researcher during the working hours to the respondents at their offices of work. Drop and pick later method was employed. Prior to the main data collection exercise, Five (5) questionnaires corresponding to 10% of the sample size were used for pilot test. The pilot data was analyzed and the result used to enhance reliability and validity of the instrument.

This study used descriptive and inferential approaches to analyze data. Descriptive analysis includes the procedures and measures by which the quantitative data is described. They consist of; distributions and its measures of central tendency such as the mean, mode and median. Measure of variability such as range, variance and standard deviation; shapes of distribution and standard scores are used. Inferential analysis is the context of using data from a sample to deduce information about the population (Wiersma & Jurs, 2005). Data from questionnaire were cleaned, coded and entered into Statistical Package for Social Sciences (SPSS) Version 23 that was extensively used for analysis. Both descriptive and inferential statistics were generated. The results were presented in tables, charts and bar graphs.

IV. FINDINGS OF THE STUDY

A. RESPONSE RATE

Out of the fifty (50) questionnaires administered to the respondents, 43 were filled and collected back by the researcher. This number represented 86% response rate and was considered satisfactory in drawing conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% good and above, while 70% rated very good. The response rate for each subsection was calculated and the results presented in Table 1.

Subsection	Questionnaires Administered	Number Completed	Response rate (%)
Flying Blue	7	6	85.7
Reservation	33	29	87.8
Jambojet	10	8	80
Total	**50**	**43**	**86**

Table 1: Response Rate by Subsection

B. DESCRIPTIVE STATISTICS

In order to establish the extent to which social factors influence performance of KQ Contact Centre, the respondents were provided with a listing of statements related to the variable and asked to indicate the degree of their agreement/disagreement with each by marking as appropriate along a five – point Likert scale, where: 1 = Strongly Agree; 2 = Agree; 3 = Neutral; 4 = Disagree; and 5 = Strongly

Disagree. The responses were summarized and presented in Table 2.

Statement	Response (%)					Mean	SD
	1	2	3	4	5		
The leadership of the Contact Centre facilitates achievement of service level in the charter	20.9	55.8	9.3	7.0	7.0	**2.23**	**1.01**
Employees easily and freely access the leadership of KQ Contact Centre	41.9	32.6	16.3	9.3	0.0	**1.93**	**0.80**
KQ Contact Centre respects diversity of the staff with regard to gender, religion, ethnic and other backgrounds	34.9	46.5	11.6	2.3	4.7	**1.95**	**0.80**
KQ promotes equity among all employees in cases of promotion, recognition and awards	22.6	27.2	7.0	24.0	19.3	**2.3**	**0.88**
KQ management ensures a healthy working relationship among employees.	40.2	46.5	16.3	2.3	4.7	**2.0**	**0.70**

n = 43   SD = Standard Deviation
Table 2: Distribution of Responses

The findings revealed that social environmental elements which included team leadership, social equity and work relations affected work performance at the KQ Contact Centre. In the question of equity in promotion, recognition and rewards, a notable 43.3% of the respondents disagreed with the statement that KQ leadership promoted equity. The responses indicated that the leadership strives to achieve service level in the charter.

C.   LINEAR REGRESSION ANALYSIS

Linear regression model of the form of $Y = \beta + \beta X + E$ was used to determine existence of a relationship between the independent and the dependent variable (Y). The analysis was done for all the independent variable using SPSS Version 23 and the results presented in table 3.

Model	B	R	R^2	Adjusted R^2	Std. Error	P-value
1: Social Environmental Factors	1.02	0.79	0.624	0.59	0.111	0.001

Dependent variable: Employee Performance, R: Coefficient of Correlation, β: Constant
Table 3: Linear Regression Model

The findings of linear regression analysis between employee performance and social factors produced a coefficient of correlation of 0.79. This indicated a strong positive correlation between the two variables. Investment in building a strong social cohesion within the staff results in to high performance index and vice versa. The coefficient of correlation was found to be statistically significant since the p-value was found to be 0.001, less than the threshold of 0.05.

Consequently, the null hypothesis that the coefficient of correlation is equal to zero was rejected. The coefficient of determination was found to be 0.624. This revealed that about 62% variation in employee performance can be attributed to social factors. The values were significant at 95% confidence level. The resulting Linear Regression Model was:

$$Y = 1.02 + 0.79\ X_1 + 0.111$$

D.   OTHER FACTORS THAT INFLUENCED EMPLOYEE PERFORMANCE

The respondents were asked to state other factors other than the proposed that in their opinions affected performance of employees at Kenya Airways Contact Centre. The results were analyzed and presented in Figure 2.
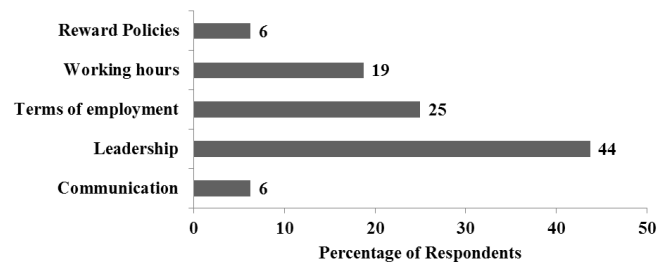

Figure 2: Other Aspects Affecting Employee Performance
Most of the respondents suggested leadership of Kenya Airways Contact Centre as a factor which affected their performance. Other aspects raised included terms of employment, hours of work, communication and reward policies.

V.   DISCUSSION

The influence of social work environment on the performance of employees in a contact centre was also found to be strong. Spearman's Rank correlation coefficient was found to be 0.88, the strongest relative to the other variables in this study. This revelation pointed to the importance of the social set up and relational elements in a work environment such as a contact centre. The relationships among the employees and between them and their bosses significantly impacts on the output of the work unit. The findings further indicated 62.4 % variability in employee performance that could be explained by social factors.

The findings resonate with the arguments of other researchers in the same area. Cater *et al* (2011) noted that strong interpersonal skills help build relationships which is crucial in employee performance. According to the author, many of the values considered important in people's personal relationships are the very same values that should be peoples' work relationships. These values include trust, honesty, respect and accountability. Bary *et al*, (2015), on his part noted that communication facilitates exchange of information and opinion within the organization and improves operational efficiency and hence organization performance. Gitell *et al* (2008) noted that positive and motivating workplaces should be free from unresolved issues, hostilities, and discrimination.

According to Cope (2006) team leaders that include supervisors and unit managers should be in the forefront in

providing pathways to support team members in realizing their goals. Their behaviour has a huge influence on the performance staff. The behaviour needs to demonstrate purpose. Leaders need to be accessible and approachable and have a sound sense of self. It is worth noting that about 40% of respondents indicated lack of equity, individual performance notwithstanding. Jones (2009) argued that a positive workplace is one that is compassionate and equitable, where everyone has an opportunity to participate and contribute, and where difference is understood and valued. Equity and equality are assets for employee performance.

VI. CONCLUSSION AND RECOMMENDATIONS

The findings of the study revealed a strong influence of social work environment on the performance of employees of Kenya Airways Contact Centre. All the aspects of social work environment that included team leadership, social equity and work relations positively affected performance of staff. Spearman's Rank correlation coefficient was found to be 0.88 and coefficient of determination of about 62%. The results also revealed that the management of the contact centre put a lot of effort on enhancing relations among the employees even as disparities were noted in rewards and engagement practices. The findings were similar to those of many previous researchers reviewed.

The study recommends that the management of Kenya Airways should realize that in the present competitive business environment, contact centres play a vital role as a link between the clients and the organization. In order for the centre employees to perform their duties effectively the social work environment should be favorable, conducive and motivating. The centre should adopt policies that enable equity and equality for all. The management should develop performance management system which clarifies expectations of every employee, sets objectives, provides feedback and reviews results. The system should be based on the principle of management by agreement rather than management by command. Further, the organization embrace a culture that allows consultation in forums where all levels management and labour groups are represented. Such consultations will inspire employees to work towards achieving the organizational objectives and goals. Furthermore, the management should institutionalize all drawn policies, communicate to employees and use them as a guide for day to day operations.

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