PRODUCTIVITY IN THE WORKPLACE
IDENTIFYING FACTORS THAT IMPACT ON PRODUCTIVITY IN THE WORKPLACE:
A CASE STUDY OF COMMERCIAL BANK OF AFRICA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY
NAIROBI

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A Project Submitted to the School of Business in Partial
Fulfillment of the Requirements for the Degree of Masters in
Management and Organizational Development

UNITED STATES INTERNATIONAL UNIVERSITY
NAIROBI

SPRING 2002
STUDENTS DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other College, Institution or University other than the United States International University in Nairobi, for academic credit.

Signed: Caroline Wanjiku Onsando  Date: 4/4/2003

This project paper has been presented for examination with my approval as the appointed supervisor.

Signed: Dr. George Achoki  Date: 28/4/03

Signed: Dean, School of Business  Date: 30/4/2003

Signed: Deputy Vice Chancellor, Academic affairs  Date: 8/6/2003
ABSTRACT

Productivity is an overall statement of the way nations, organizations and people function. Organizations that have ignored productivity are no longer profitable and possibly no longer in existence. The theories on motivation point to the fact that employees can be motivated to work towards a common goal. For most commercial enterprises the goal is profit maximization. Although Commercial Bank of Africa continues to be a very profitable bank, there are indications that productivity per employee can be improved.

The objectives of this research were:

➢ To evaluate the level of productivity at Commercial Bank of Africa.
➢ To identify factors that impact on productivity at Commercial Bank of Africa.
➢ To establish whether Commercial Bank of Africa has a strong and cohesive organizational culture.

This study is important to Commercial Bank of Africa and any other local or international bank that seeks to improve productivity.

The data for this study were obtained from a structured questionnaire administered to 100 Commercial Bank of Africa employees out of a total population of 262 employees. Secondary data was obtained from the Finance department of Commercial Bank of Africa. The research was designed as a case study. Data were analyzed using excel package and presented in the form of tables and charts.
Using the productivity ratio of profit per head, Commercial Bank of Africa was ranked fourth in the medium sized bank category with a ratio of Ksh1,366,000.00 per head.

The findings of this study indicated that people management practices had the greatest impact on productivity. Factors that impacted on productivity at Commercial Bank of Africa were identified as:
1) Organization structure and job design
2) Reward and recognition
3) Involvement in planning
4) Communication and feedback
5) Leadership

The study found that Commercial Bank of Africa did not have a strong and cohesive organization but rather there were strong sub cultures that were not as cohesive at the macro level. The study presented recommendations and suggestions that can be implemented to improve productivity at Commercial Bank of Africa.

The main recommendations of the study were:
1) Measure productivity using the balanced scorecard
2) Take a strategic approach to human resources management
3) Adopt a total reward strategy
4) Build a strong culture that supports high performing work teams.
ACKNOWLEDGEMENTS

I would like to acknowledge my supervisor Dr. George Achoki for his support.

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A special thanks you to Dorothy Ooko, my colleague, classmate and friend. You are a true friend in deed.

To all my lecturers and classmates who made going back to school seem like a wonderful adventure, Thank you.

Caroline Onsando
USIU, Spring 2002
DEDICATION

"I will rise up like an eagle by the power of your love"

My heavenly Father, I Thank you for the power of love expressed
to me through my savior Jesus Christ, my husband Joe, my
wonderful daughters- Aisha, Moraa and Iman, my mother Phyllis
and my brother Gichora.

To my daughters, although I cannot repay the precious time I
snatched from your tender years, rest assured of my love for
eternity.

Thank you to all my friends and family who expressed support for
my effort.
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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Productivity is the overall statement of the way people and organizations function. It can be expressed as the ratio of valuable input to output, i.e., the efficiency and effectiveness with which resources—personnel, machines, materials, facilities, capital, time—are utilized to produce a valuable output (E.A Smith 1995).

Commercial Bank of Africa is a locally owned bank that has been in existence for the last 40 years. During that time it has experienced three significant changes in ownership. Initially Commercial Bank of Africa was incorporated in Dar-es-salaam, Tanzania as a subsidiary of Societe Financiere pour les pays D’outre Mer (SFOM), a Swiss based consortium bank with interests in financial institutions throughout Africa. In 1980 Bank of America acquired all the shares of the other SFOM partners and Commercial Bank of Africa became a subsidiary of Bank of America with a 16% local shareholding. During the period 1980 to 1984 Bank of America re-organized Commercial Bank of Africa developing and installing Bank of America’s global systems and disciplines. During the past 15 years of majority and then full Kenyan ownership Commercial Bank of Africa has grown its balance sheet and prospered. In 1994, 1995, 1999 and 2000 Commercial Bank of Africa won the prestigious Euromoney “Best Bank in Kenya Award”. Commercial Bank of Africa has an outstanding reputation for excellent service and enjoys a high profile in the industry. (http://www.cba.com)
Currently, there are 47 banks in Kenya operating within a very depressed economy. Notwithstanding, the banks continue to make supernormal profits. This research will not analyze whether this is an indication of high productivity within the banking industry. Rather the research will use the available data on 2001 profitability (appendix 1) to comment on the level of productivity at Commercial Bank of Africa. Primary research will be done to identify possible factors impacting on productivity at Commercial Bank of Africa and appropriate recommendations made. (Finance department, Commercial Bank of Africa 2001)

1.2 Statement of the Problem

Although Commercial Bank of Africa continues to be a very profitable bank, there are indications that productivity per employee can be improved. Commercial Bank of Africa has a productivity ratio of 1,366,000:1 compared to 2,313,000:1 for Citibank and 2,064,000:1 for Standard Chartered Bank. If the factors impacting productivity can be identified and resolved Commercial Bank of Africa would benefit from the resulting growth in productivity. There is a knowledge gap in terms of localized research that can be used to improve the productivity of other local and international banks operating in Kenya.

1.3 Objectives

1.3.1 General Objectives
The purpose of this study was to increase the body of knowledge available to managers who are faced with increasing competition and the need to more effectively meet organizational goals. The study aims at furthering a strategic approach to human resources management by showing the impact that people management has on productivity.

1.3.2 Specific Objectives
The specific objectives of this study were:

- To evaluate the level of productivity at Commercial Bank of Africa.
- To identify factors that impact on productivity at Commercial Bank of Africa.
- To establish whether Commercial Bank of Africa has a strong and cohesive organizational culture.

1.4 Research Questions

The research sought to answer the following question:

- What is the level of productivity per employee at Commercial Bank of Africa? How does Commercial Bank of Africa profit per employee ratio compare with peer banks?
- What are the factors that impact on productivity at Commercial Bank of Africa?
- How do employees rank motivational factors that are known to impact on productivity?
- Does Commercial Bank of Africa have a well-defined culture? Does the culture support high performance work teams?

1.5 Importance of the study

- Commercial Bank of Africa is a high profile organization that has made great strides in the industry. The recommendations made in this study will contribute towards maintaining the high profile in an industry that is about to experience a dramatic erosion of profit margins due to self and government regulation.
This study is important to Commercial Bank of Africa and other local enterprises because of the productivity gains that can be achieved by implementing the recommendations.

Other local banks within the industry can carry out a similar study to close the widening performance gap between local and international banks.

1.6 Scope of the study

The research is based on a case study of Commercial Bank of Africa. A questionnaire is administered on 100 employees in both Nairobi and Mombasa. The study is limited to Commercial Bank of Africa since the questionnaire is not administered to employees in other banks. Available research in the literature review is used to address this limitation. The 2001 published financial results for the industry are used to determine and rank banks according to the productivity per employee ratio. There was no trend analysis done in respect to the performance of the banks in the preceding years.

1.7 Definition of Terms

**Productivity:** Can be defined as the sum of all the outputs in relation to all the inputs or what you get out for what you put in. The word productivity is often used interchangeably with output, motivation, individual performance, organizational effectiveness, production, profitability, cost/ effectiveness, competitiveness and work quality. Productivity is the overall statement of the way people and organizations function. It can be expressed as the ratio of valuable input to output, i.e., the efficiency and effectiveness with which resources - personnel, machines, materials, facilities, capital, time - are utilized to produce a valuable output (E.A Smith 1995). The operational definition of
productivity: Making the most efficient use of all resources and gaining the maximum added value for them (Pritchard, 1995).

**Measuring productivity:** There are several productivity ratios that are used to measure productivity depending on the purpose for which productivity is being measured. Productivity measurement can therefore refer to performance appraisal, management information systems, quality control measurement and the engineering throughput of a system. For the purpose of this research productivity will be measured using the accounting ratio of Profit per employee. (See appendix 1: Banks Financial statements analysis report by Finance department, Commercial Bank of Africa 2001)

**Organizational Culture** is determined by the values, beliefs and operating procedures and can be summed as “the way we do things around here”. In general organizations that have strong, cohesive organizational cultures tend to be more successful and profitable. (Brown, 1998)

**Effectiveness vs. Efficiency:** Competent performance defines efficiency that is, knowing how to do something and ‘doing it right’. Efficiency is improved when there is more useful output per unit of input. Effectiveness measures excellence or degree to which an organization or individual meets their goals. It implies reaching the highest level of performance, with the lowest possible expenditure on resources. It is about working smarter not harder by knowing what to do, determining what is right and achieving the right: goals. (Pritchard, 1995)

### 1.8 Chapter Summary

The study sought to answer the following research questions:
What is the level of productivity per employee at Commercial Bank of Africa? How does Commercial Bank of Africa profit per employee ratio compare with peer banks?

What are the factors that impact on productivity at Commercial Bank of Africa?

How do employees rank motivational factors that are known to impact on productivity?

Does Commercial Bank of Africa have a well-defined culture? Does the culture support high performance work teams?

If the study answers the above questions then it will have met the objectives that had been laid out as follows:

To evaluate the level of productivity at Commercial Bank of Africa.

To identify factors that impact on productivity at Commercial Bank of Africa.

To establish whether Commercial Bank of Africa has a strong and cohesive organizational culture.

Fulfilling these objectives is important to both Commercial bank of Africa and other local enterprises because of the productivity gains that can be achieved by implementing the recommendations. Other local banks within the industry can carry out a similar study to close the widening performance gap between local and international banks.
CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The history of management theory and practice begins with the preoccupation with productivity. Initially this was a simple need to produce more i.e. Output. As the resources became scarce the need to produce more with less became self-evident. Max Weber, who can be said to be the father of bureaucracy, made an early attempt to formalize work arrangements. Weber laid great stress on the mechanistic patterning of relationships between people through the use of rules. Bureaucracy to him was a form of organization that emphasized speed, precision, regulation, clarity, reliability and efficiency. He felt that rules based on rational and logical needs, contributed significantly to the efficient operation of his bureaucratic form of organization and that the centralization of power and hierarchical organization structures promoted functional specialization and predictable performance. (Thompson and Mchugh, 1995)

Scientific management advocated by Frederick Taylor focused attention on efficiency through his time and motion studies in an effort to determine the ‘one best way’. He was obsessed with the idea that workers restricted their output in what he called ‘systematic soldiering’. To overcome this problem he proposed the five principles of scientific management: 1) clear division of tasks, 2) use of scientific methods to determine the one best way, 3) scientific selection of the person best suited to do the job, 4) training the selected worker to perform the job as specified, 5) using economic incentives to gain the enthusiastic cooperation of workers. (Thompson and Mchugh, 1995)
Henry Gantt introduced a human element to scientific management. He realized that the worker was a human being with needs and dignity, which deserved consideration by management. He felt that scientific management, particularly the piece rate payment system, had been used as an oppressive instrument by the unscrupulous. He introduced the Gantt Chart as a visual display of the sequence of activities over time and a set day rate of payment plus a 20-50 percent bonus. (Thompson and Mchugh, 1995)

Still unable to control production, management moved towards cooperation with the social sciences. The human relations' school emerged as an answer to the complexity of behavior and industrial conditions. This led to the paternalistic concern for the welfare of employees in return for loyalty and hard work. Company towns with schools, houses, shops, sanatoriums were used to attract an adequate labor force. The task was to create a sense of community inside the workplace. Greater consideration was given to training managers and supervisors in the arts of intensive communication, social skills and non-authoritarian leadership that would motivate as well as command. (Thompson and Mchugh, 1995)

2.2 Measuring Productivity in the Workplace

'What gets measured gets done'. (Pritchard, 1995) Productivity at all levels in the workplace is a combination of factors, which can be described as inputs and outputs. The relationship between inputs and outputs is complex. Converting inputs into a valuable output often requires a work process. The actual process influences most of the organization's productivity. The equipment you use, the way you process your materials and the number of errors produced, i.e. the pattern of workflow – provides the overall constraints of the relative efficiency or inefficiency of an organization. Inputs include: Skills, people, materials, buildings,
technology, systems, capital, experience, energy, transport, communication and anything else that is needed to do the job. Outputs include: goods, services, profits, wages, jobs, satisfied customers. Measuring productivity in statistical terms is not easy, yet the assessment of the best relationship between input and output is at the heart of productivity improvement.

Productivity measurement can be expressed using accounting data such as profit/sales, sale/stock or profit/employee is readily available. The data can be easily converted to standards or ratios, which can be used to compare performance between organizations, people, and time periods. The simplest productivity measure is revenue per employee, which represents how much output can be generated per employee. (Pritchard, 1995)

Revenue per employee, while a simple and easy-to-understand productivity measure has some limitations, particularly if there is too much pressure to achieve ambitious targets. The target can be achieved by increasing the numerator (output) without increasing the denominator (number of employees). The second option, and usually less preferred, is to decrease the denominator by downsizing the organization, which might yield short term benefits but risks sacrificing long-term capabilities. Another way of increasing the revenue per employee ratio through denominator decreases is to outsource functions. This enables the organization to support the same level of output but with fewer internal employees. (Pritchard, 1995)

Value added per employee is another way of measuring productivity that involves subtracting externally purchased materials, supplies, and services from revenues in the numerator of the revenue per employee ratio. Another modification, to control for the substitution of more productive but higher paid employees, is to measure the denominator by employee compensation rather
than the number of employees. This ratio measures the return on compensation. If revenue per employee measure is used to motivate higher productivity of individual employees, it must be balanced with other measures of economic success so that the targets for the measure are not achieved in dysfunctional ways. (Pritchard, 1995)

Those that have an organizational development orientation use performance based standards to explain human behavior in organizations. Areas of study include the effect that varying the work environment, management, peers, and organizational culture has on employee behavior. Carefully developed job standards are used to compare how well people perform versus how well they are expected to perform. Comparisons are made within the company, and between similar industries and companies but cross industry comparisons are hard to make. One such measure would be the employee satisfaction index. Companies typically measure employee satisfaction with an annual survey, or a rolling survey in which a specified percentage of randomly chosen employees is surveyed each month. Employee morale and satisfaction are now considered highly important by most organizations as an imperative towards achieving high customer satisfaction. For many service businesses where, frequently, the lowest-paid and lowest skilled employees interact directly with customer, many studies have shown that to achieve a high level of customer satisfaction, they need to have the customers served by satisfied employees. (Bavendum, 2000)

2.3 Factors that Impact on Productivity in the Workplace

The earliest research on factors that impact on productivity is attributed to Elton Mayo's famous Hawthorne experiments of 1924-1933. Researchers found that, as lighting was gradually increased or as bulbs were changed on the workplace floor, productivity increased. But productivity also increased when lighting
decreased. The reason: employees felt that someone was interested in their efforts, and responded with high output. This led Mayo to conclude that humane practices increase productivity and that increasing cohesiveness is the factor that contributes most to the increasing output of workers. The first-line supervisor came to be seen as the single most important factor in determining the morale and productivity of the work-group and large numbers were sent on human relations training courses. (Thompson and Mchugh, 1995)

During the 1960s Douglas McGregor developed theories X and Y in an attempt to identify the leadership style which elicits the highest levels of employee satisfaction, motivation and productivity. In essence McGregor’s Theory X stated that the leaders negative attitude and behavior towards the subordinates leads to employee’s irresponsible behavior which further reinforces the leaders negative attitude. Theory X employees, according to McGregor, disliked work and required direction and external motivation before they would perform effectively. In Theory Y the leaders positive attitude and behavior leads to mature and responsible responses from the employee, which in turn reinforces the leader’s attitudes. (Thompson and Mchugh, 1995)

Job design can affect productivity and this resulted in the development of job enrichment approaches to enhance employee need satisfaction and to improve work motivation and performance (Buchanan and Huczynski 1991). The job characteristics model by Hackman and Oldham, analyzed jobs in five core dimensions and also took into account the individual differences in the desire for personal growth and development. These included 1) Skill variety which is the extent to which a job makes use of different skills and abilities. 2) Task identity, which is the extent to which a job involves a whole and meaningful piece of work. 3) Task significance, which is the extent to which a job affects the work of other organization members. 4) Autonomy which, is the extent to which the job
gives the individual freedom, independence and discretion in carrying it out. 4) Feedback is the extent to which information about the level of performance attained is related back to individuals. If these dimensions exist then the individual will experience meaningfulness, experience responsibility and therefore feel accountable for the work output, and have knowledge of the results. The outcome will be high internal work motivation, high quality work performance, high satisfaction with the work and low absenteeism and turnover.

In a study that was carried out by Sears Roebuck & Co in mid -1990’s, they created a rigorous statistical model, which was able to predict the impact of employee attitudes on revenue growth. ‘If we knew nothing about a local store except that employee attitudes had improved by 5 points on our survey scale, we could predict with confidence that revenue growth would grow by 0.5%. These numbers are as rigorous as any other we work with at Sears. Every year our accounting firm audits them as closely as it audits our financials’. (Rucci, Kinn and Quinn, 1998).

According to Pritchard (1995) the level of productivity is dependent on three basic variables.(i) Employee productivity is dependent upon a well -educated work force that possesses a high work ethics and is consistently inclined to do its reasonable best at work. (ii) Productivity is dependent on available capital to substitute equipment for human effort and the ability to finance that capital substitution. Productivity may improve if work is done by machine more accurately and quickly. (iii) Productivity is dependent on effective management. People determine the level of productivity and people must work consciously to bring about higher productivity. While the technical subsystem is also important, the focus is not on that system directly but rather on how the technical subsystem is used by the personnel. The assumption is that if individuals change their behavior appropriately, productivity will increase. People would then work
more efficiently, their efforts would be directly related to organizational objectives. They would also improve their work strategies and would use their time and effort with less waste.

A study done by Sheffield Effectiveness Program and quoted by Fargus (2000) found people management practices had the greatest effect on productivity. Work carried out jointly by the Institute of Work Psychology (University of Sheffield) and the Centre for Economic Performance (London School of Economics) over the last ten years points strongly to a causal linkage between employee motivation and business profitability/productivity. (see table 1 below).

**Table 1 Sheffield Effectiveness Program**

<table>
<thead>
<tr>
<th>Factors that impact on Productivity in the Workplace</th>
<th>PROFITABILITY</th>
<th>PRODUCTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>People management practices</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Research and Development</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Business Strategy</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Emphasis on Quality</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Use of advanced Technology</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

It can be seen from the table that people management practices have by far the greatest impact on productivity and profitability. An organization’s competitive edge always relies on the competence and creativity of its people and their motivation to apply themselves in support of their organization’s goals.

A survey conducted by the Gallup organization, and quoted in Employee Retention.com (2001), to research the impact of employee attitudes on business outcomes, found that organizations where employees have above average attitudes towards their work, have 38% higher customer satisfaction scores, 22%
higher productivity and 27% higher profits. Satisfying employees, by ensuring that they have meaningful work and are treated well, is not only a nice thing to do; it makes good business sense.

In the book "In Search of Excellence" (Peters and Waterman) several criteria were used, including analysis of annual reports and in-depth interviews, to pick 14 ‘model excellent companies’ out of an initial sample of 62 companies. As expected, most of the action in high-performing companies revolved around its people, their success being ascribed to: productivity through people; extraordinary performance from ordinary employees; treating people decently. Personnel function and in particular leadership were considered the most critical components. If the leadership in an organization can create and sustain an environment in which all employees are motivated, the overall performance is bound to be good. The three essentials for creating such environments are: fairness; job security; and involvement.

Research done by Ouye (1996) on improving productivity lists the factors which directly or indirectly affect individual performance in some way and by extension affect team performance as ranging across a workers' physical and social environment: personal, organizational, management, process related, technology and physical environment. Personal factors include: individuals technical competence, motivation to work performance, work strategies, adequate resources and tools, clear performance expectations and feedback and compensation. Process related factors refer to more effective and efficient processes supported by the right kinds of technologies. Technologies refer to production tools, communication tools and automation to duplicate and enhance processes performed by workers. Physical environment refers to spatial comfort, privacy, light, and noise levels and air quality. Ouye found that while some teams work in spite of the context, whether it be management culture or tools
and processes, teams that thrive do so because their social and physical environment provided nurturing conditions for them.

According to Fargus (2000) if employees are asked about motivation there are recurring themes that can be found. The recurring themes are: senior management behavior, how people are managed, the efficiency of the organization, how resources are managed, reputation and success. It is self-evident that senior management should provide the leadership by regularly communicating the direction in which the organization is heading. If the senior management team lacks teamwork, this can often cascade through the organization and create inappropriate conflict which eventually saps the will to perform. Some aspects of good people management are: discussing and agreeing on what constitutes good performance, giving regular advice and encouragement, helping keep knowledge and skills up to date, involving them in dialogue and decision making, enabling people to grow within the organization, and recognizing effort and success. Characteristics of an inefficient organization include: bureaucratic processes, decisions taken at too high a level thus disenfranchising people and turf wars that dissipate goal-achieving energy. Poor management of resources, including finance, information, suppliers, equipment, buildings etc., has an impact on motivation. The reputation and success of the organization impacts on the self-image of the employees as well as pride in belonging which in turn impacts on productivity.

In a study done by Requidan (2002) on factors affecting labor productivity at Caltex Refinery, Shell Refinery, and Cocochem, G.S Requidan concluded that based on the results of the study, job security, reward systems, career development, labor-management relations, organization development, and job design affected labor productivity. These factors are ranked in order of importance, as perceived by the respondents at Caltex, Shell, and Cocochem.
Martin (2001) provides further evidence that high performance Human Resource Management practices positively impact turnover, productivity, and financial performance. He states that a one standard deviation increase in high performance Human Resource Management practices can be seen to associate with a 7.05 percent decrease on employee turnover, $27,044 more in sales, and $18,641 and $3,814 in market value and sales respectively.

Coopers and Lybrand (1996) found the majority of enterprises believe that training their employees brings returns in the form of productivity improvement, greater workforce flexibility, savings on materials and capital costs, a more motivated workforce and improved quality of the final product or service. Almost unanimously, studies have concluded that enterprises are interested in training as a means of securing improved workplace performance and greater profitability.

Research carried out by Bavendum Research (2000) identified and ranked factors that impact on productivity. Planning was seen as the factor that most strongly affected productivity. Workgroups that had planned for their needs were more productive. This was qualified because it does not mean that the more the planning the better. In this era of discontinuous change it may actually be detrimental to spend too much time on rigid long term planning. The goal is to do enough planning without compromising on flexibility. The factor that had the second strongest impact on productivity was having policies and procedures that help people to do their job. Often organizations view procedures as a way to control this suggested that if employees are not controlled there would be anarchy. Policies should be revised periodically to identify those that hinder productivity so that they can be eliminated. Teams with better teamwork were more productive. Workgroups should discuss the workflow and how people can
coordinate and support each other to increase effectiveness. Employees who do not have enough authority to do their job are less likely to work well as a team. The fourth strongest factor affecting productivity is having clear roles and responsibilities. The more people knew their responsibility, the higher the productivity. If responsibilities are not well defined there will be duplication of effort but again you do not want to be so restrictive that you create an "its not my job" mentality. Having a desire to stay with an organization impacts on productivity in that it is hard to be concerned about productivity when all you desire is to leave the organization or to transfer to a different department. Although many employees are cautious about indicating a desire to quit for fear of retaliation, managing employees' enthusiasm for their job and the organization is an important part of managing productivity.

As companies attempt to survive by cutting down on labor costs through downsizing and encouraging a culture of organizational commitment through long working hours, the resulting stress has taken a heavy toll on productivity. Organizational causes of stress can be summarized as task demands, role demands, interpersonal demands, organizational structure, organizational leadership and organizational life cycle. Other sources of stress can be related to the family situation and even to the individual's personality. Stress results in low productivity, absenteeism, turnover, accidents and other psychological and medical symptoms. The British Heart Foundation has estimated that heart disease costs the average UK company of 10000 employees 73000 lost working days per year, the death of 42 of its employees (between 34 and 64 years old) and lost productive value to its products or services of over Stg. 2.5 million annually. (Cartwright and Cooper, 1994)

According to a paper titled 'Labor Implications of HIV/AIDS' by the ILO (1999), HIV/AIDS is the most significant factor impacting in productivity in Africa.
Employers are likely to face increased labor costs due to low productivity, absenteeism, shortage of labor, shorter working hours, sick leave and other benefits, early retirement, and additional training and recruitment costs. Both the well educated/skilled and uneducated/unskilled workers are affected. Even the healthy workers spend time away from work attending to the needs of the sick and attending funerals of their loved ones. The paper recommends workplace interventions at various levels to mitigate the impact of HIV/AIDS. This case study does not collect data to support this due to the confidentiality of medical information and fear of stigmatization and discrimination of people living with HIV/AIDS.

In a Harvard Business Review article Biema and Greenwald (1997) conclude that the primary reason why productivity growth rate has stagnated in the service sector is management. If managers maintain sustained attention to the achievement of productivity gains, higher productivity can be achieved by putting the existing technologies, labor force and capital stock to work. This requires that managers adopt a more focused approach and consider a full range of management practices including benchmarking best practice, process analysis, and quality-management techniques that ensure that the full range of critical functions continues to be improved.

Sibson (1994) recommends the Employee productivity (EP) approach that has 12 steps. 1) Get Executive commitment: this means that the executive committee is committed to support and measure productivity. (ii) Develop a productivity culture: This involves developing consciousness throughout the organization. Doing things more productively should become a part of everyone’s job. (iii) Make productivity part of every managers job: This may involve rewarding those managers that increase productivity and replacing those who do not manage productivity well. (iv) Measure productivity: What gets measured gets
done. Without measures you will not be able to evaluate actions taken to increase effectiveness. (v) Utilize technology: This may require capital substitution to update technology. (vi) Remove unproductive practices by reducing workplace bureaucracy. (vii) Empower employees: This requires a more participative style of management with more delegating and less micromanagement. (viii) Utilize networking/training: Every employee should have access to information that will be helpful in achieving excellence. (ix) Restructure the organization: This may involve eliminating procedures and processes that do not add value and may result in eliminating one or more organizational levels. (x) Manage performance: By having clear work related goals, appraising performance and giving feedback. (XI) Reward performance: This calls for creative ways of using monetary and non-monetary rewards as incentives for improved productivity. (xii) Better balance of work life to reduce stress.

2.3.1 Ranking of motivational factors that impact on productivity

Research by Grimme (2001) indicates that what employees want from their jobs is full appreciation for work done. Grimme concludes that an employer should pay employees fairly well then get them to forget about money by treating each and every employee with respect. Other tips drawn from the research by Grimme include the use of praise, clear communication, recognition, and involvement to create an organizational culture that is open, trusting and fun.
<table>
<thead>
<tr>
<th>Factors</th>
<th>Managers</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full appreciation for work done</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Good wages</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Good work conditions</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Interesting work</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Job security</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Promotion/growth opportunities</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Personal loyalty to workers</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Feeling in on things</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Sympathetic help on personal problems</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Tactful disciplining</td>
<td>7</td>
<td>10</td>
</tr>
</tbody>
</table>

*Table 2: Grimme, Ranking of Factors impacting productivity*

2.4 Organizational Culture and Productivity

Deal and Kennedy (1982) observed that ‘the impact of a strong culture on productivity is amazing’. In the extreme, they estimate that a company can gain as much as one or two hours of productive work per employee per day. The phrase “strong culture” is frequently employed to refer to companies in which beliefs and values are shared relatively consistently throughout an organization. Such strong culture firms are often identified as possessing an exceptionally gifted and charismatic leader. The key arguments in support of strong cultures are: i) a strong organizational culture facilitates goal attainment and minimizes internal conflict, ii) a strong culture leads to high employee motivation, iii) a strong culture is better able to learn from the past thus better able to respond to
future challenges. There are equally strong arguments that present the disadvantages of having a strong culture. Initially, as more and more employee behavior is aligned with senior management's values and goals, performance may be enhanced, however resistance may develop and performance can decline. A strong culture can also be a weakness if members cannot break out from old established, but currently inappropriate ways of doing things.

According to Ryan and Oestreich (1990) the quality organization produces high quality goods and services that more than meet the needs of loyal satisfied customers. It is a great place to work and employees at all levels feel proud of their work and their organization. Employees are respected for their competencies, perspectives and contributions and encouraged and supported to provide leadership at all levels. The organization is characterized by openness, competence, and high ethical standards and celebrates a shared purpose and appreciates the interdependence between levels and functions. The writers admit that this sounds like utopia and concedes that even though such organizations face their fair share of problems, the problems are handled in a positive, non-blaming data based perspective.

According to Brown (1998) strong, appropriate, adaptable cultures which value stakeholders and leadership, and which have a strong sense of mission, are likely to be associated with high performance over sustained periods of time. It may not be advisable for an organization to modify its culture to emulate the high performing competitor because what works for one firm may not be useful for another. The writer suggested that to be a cause of sustained competitive advantage a culture must be rare and only imperfectly imitable so as to differentiate an organization from its competitors.
2.5 Summary

The literature review provides the basis for the research on Commercial Bank of Africa. The research objectives were:

➢ To evaluate the level of productivity at Commercial Bank of Africa.
➢ To identify factors that impact on productivity at Commercial Bank of Africa.
➢ To establish whether Commercial Bank of Africa has a strong and cohesive organizational culture.

The literature review provided several ratios that are used to measure productivity. The research will use the profit per head ratio to measure and rank productivity. This ratio is derived from the revenue per head ratio. This productivity ratio will be established using secondary data that was compile by the Finance department of Commercial bank of Africa.

The factors that impact on productivity in the workplace are summarized in the diagram published by Rutgers University (1999), titled: Major Factors Affecting Employee Productivity. See appendix 2. The factors that were studied in the research were:

1) Organizational Structure
2) Reward and recognition
3) Involvement in planning
4) Ability
5) Procedures
6) Technology
7) Communication
8) Leadership
9) Level of dissatisfaction.

The research sought to rank the motivational factors and compared the findings with the Grimme (2001) ranking.

From the previous studies, organizational culture has an amazing impact on productivity. The study on the effect of culture on productivity will fulfill the third objective, which seeks to establish whether Commercial Bank of Africa has a strong and cohesive organizational culture.
CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The main objective of the study was to identify the factors that impact on productivity at Commercial Bank of Africa. This chapter focuses on the methodology that was used in carrying out the study, determining the population and the sampling procedure as well as data collection and data analysis methods. The literature review showed that extensive studies had been done to determine the factors that impact on productivity. No such study had been carried out at Commercial Bank of Africa. Recommendations for enhancing productivity are made based on the identified factors. This study is guided by the following objectives:

➢ To evaluate the level of productivity at Commercial Bank of Africa.
➢ To identify factors that impact on productivity at Commercial Bank of Africa.
➢ To establish whether Commercial Bank of Africa has a strong and cohesive organizational culture.

3.2 Research Design

The research was designed as a case study of Commercial Bank of Africa using the survey method. Emory (1985) describes a case study as a detailed analysis of an individual organization, supposing that one can properly acquire knowledge of the phenomenon from intensive exploration of a single case. It is a form of qualitative analysis involving very careful and complete observation of a situation. A case study probes deeply and analyzes the interaction between factors that explain the present status or that influence growth or change.
3.3 Population and Sample

3.3.1 Population
The study population comprised of the 262 employees of Commercial Bank of Africa based in the head office and 13 branches including 3 in Mombasa. The employees were grouped into 2 main classifications: management and non-management. The managers included senior managers, support and line managers at the middle and junior management level. The non-management staff perform various transactional duties in the organization e.g. tellers and operations assistants in the back office.

3.3.2 Selection of Sample
The entire staff list indicating the name, grade, and location was obtained from the Human Resources department. The data sample was selected, in the first instance using cluster sampling to ensure that the respondents represent all the 13 branches and locations of Commercial Bank of Africa including Mombasa as well as management and non-management respondents. Random sampling was used to attain the desired and manageable sample size. A sample of 38% of the total population representing 100 employees was taken. The 100 questionnaires that were distributed are considered to be an adequate sample size for the purpose of the research.

3.4 Data Collection Methods
Primary data was collected using a questionnaire that consisted of closed questions and two open ended questions. See appendix 3: Questionnaire. The first 7 questions presented demographic data on the respondents. Questions number 8 to 27 sought to identify the factors that impact on productivity at Commercial Bank of Africa. Question number 28 sought to rank the motivational factors that are known to impact on productivity in the workplace. Question
number 29 used culture-defining phrases to describe the organizational culture in CBA. The phrases were also used to get a specific response on whether the culture supports high performing work teams. The last 2 questions, number 30 and 31 were free format questions that helped to validate the answers from the previous questions.

Secondary data was used to establish the level of productivity at Commercial Bank of Africa. The ratio of profit per employee was compared across peer banks to establish whether there was potential for improved performance. See appendix 1: 2001 Banks' Financial Statements Analysis Report. Using the 2001 financial statements, the Finance department of Commercial Bank of Africa calculated the profit per employee ratio for each bank by dividing the profit by the number of employees in the particular bank. This is a commonly used ratio in the banking industry.

3.5 Research Procedures

3.5.1 Pilot Study
The questionnaire was pre tested on 3 respondents to establish its validity and adjustments made accordingly. The researcher was satisfied that the questions were well understood and not liable to varying interpretation.

3.5.2 Administration of the Questionnaire
100 questionnaires were administered. A covering Email was sent to all respondents outlining the purpose of the research. Appendix 4: List of respondents and covering Email. The respondents were requested to return the questionnaires within 4 days.
3.6 Data Analysis Methods

Data analysis was done using the Microsoft Excel package. Descriptive statistics including percentages and frequency distribution was used to present the data in an acceptable way. The data was presented in the form of tables and Figures for clarity.

3.7 Summary

The chapter covers the method that was use to collect data. The study was limited to CBA since a case study approach was adopted. A data sample of 100 representing 38% of the population was determined using simple random sampling technique. Data was collected using a questionnaire that had been piloted on 3 respondents and adjusted accordingly to avoid ambiguity. Data was analyzed using excel spreadsheets and presented in the form of tables and figures for clarity. The next chapter presents the results and findings of the study.
CHAPTER 4: DATA ANALYSIS

4.1 Introduction

The research represented a case study of Commercial Bank of Africa. A structured questionnaire was used to collect data on factors that impacted on productivity at Commercial Bank of Africa and to establish whether the bank has a well defined organization culture. The data was analyzed using excel spreadsheets and presented as tables and Figures. Secondary data was used to measure and rank the productivity of employees at Commercial of Africa against peer banks.

The first 7 questions in the questionnaire presented demographic data on the respondents. This gave an indication of the characteristics of the sample. 90% of the original sample of 100 responded to the questionnaire, 5% responded late and could not be included in the analysis, 5% did not respond at all. This was an excellent outcome and the results can be seen as a true representation of the employees at Commercial Bank of Africa.
Figure 1: Gender distribution of sample

Figure 1 presents the gender distribution. Fifty seven percent of the respondents were male and 43% are female. This is representative of the fact that the total staff is 63% male and 37% female.

Figure 2: Level of Education

Figure 3: Professional Qualifications
Figure 2 and 3 represent the educational level of the respondents. Sixty three percent of the respondents were graduates and post-graduates. This corresponds with the current employment policy that outlines a degree as a minimum qualification for entry positions. Overall the bank had highly qualified staff with 61% of the sample having a professional qualification.

![Pie chart showing age distribution](image)

**Figure 4: Age Bracket**

Figure 4 presents the age distribution of the respondents. Fifty five percent of the respondents were aged below 30. This was somewhat surprising considering that the average age at the bank is 36 years.
Figure 5: Management Category

Figure 5 presents the management category of the respondents. Sixty percent of the respondents were classified as management. Again this represented the overall position in the bank whereby 56% of the total population is in management.

Many of the respondents did not indicate which department they worked, in an effort to hide their identity. There was some indication of mistrust with many respondents going to great length to hide their identity.

Question number 8 to 27 sought to identify the factors that impact on productivity at Commercial Bank of Africa. The results were grouped around common headings that relate to the findings on factors that impact on productivity that had been identified in previous research as discussed in the literature review. Question number 28 sought to rank the motivational factors that are known to impact on productivity in the workplace.
Question number 29 used culture defining phrases to describe the organization culture in Commercial Bank of Africa. The phrases were also used to get a specific response on whether the teamwork exists within the department and with other departments. The responses were used to answer the question on whether the culture supports high performing work teams.

4.2 Measuring Productivity

![Figure 6: Profit per head ratio ranked amongst peer banks](image)

Figure 6 was derived from secondary data collated by the Finance Department of Commercial Bank of Africa to summarize the entire banking industry performance in 2001. The entire data source is presented in Appendix1. The gross profit is divided by the total number of employees to give a profit per head ratio. The profit per head ratio is an accepted measure of productivity within the
banking industry and Figure 6 presented the results for the medium sized bank’s category. Commercial Bank of Africa ranked fourth in the medium sized bank category with a productivity ratio of Ksh.1,356,000.00 per employee. Citibank had a productivity ratio of Ksh 2,313,000.00 per employee representing the best in the class and the overall best in the entire industry. This represented an opportunity to increase annual profit by Ksh 248,114,000.00 if Commercial Bank of Africa identified and counteracted the factors that impact on productivity.

![Figure 7: Awareness of Bank's Financial Performance, question number 8](image)

Ninety four percent of the respondents were aware of the banks financial performance. The banking act requires that all banks publish their annual financial results in the press therefore, information on financial performance is widely available. Ninety five percent of the respondents had work objectives but
only 45% of the respondents had financial work targets. There seemed to be an opportunity to translate the objectives into measurable financial targets that reflect measurable individual output. This may not be easy particularly in support departments but if what gets measured gets done then there is a case for introducing such measures.

4.3 Identifying Factors Impacting Productivity

4.3.1 Factors Affecting Banks Overall Performance

Figure 8: Factors Affecting Performance, question number 9

Figure 8 summarizes the respondent’s view on the various factors that impacted on the banks financial performance. The economy was seen as having the greatest negative impact followed by the operating cost and competitor activity.
The economy affected all banks equally and therefore it cannot be said to be a factor that strictly affects productivity at Commercial Bank of Africa. The quality of employees followed by quality of output was seen to have the greatest positive impact, technology was rated third and management fourth. One can conclude that people have the greatest positive impact on productivity because the technology applied in Citibank and Commercial Bank of Africa is nearly exactly similar. This was supported by the research by Sheffield Effectiveness Program (table 1) that concluded that people management had the greatest impact on productivity and profitability.

4.3.2 Organization Structure and Job Design

![Diagram](image)

*Figure 9: Organization structure and job design, question number 12 and 23*
Fifty seven percent performed tasks that appeared to be duplicated in another area. This identified the organization structure, which was primarily based on functions, as a factor that impacted negatively on productivity inasmuch as there was an inefficient use of inputs to create the same output. Thirty five percent of the respondents performed tasks that were outside their job description. Fifty six percent of the respondents sometimes performed tasks that were outside their job description. In total 91% of the respondents at one time or another performed tasks outside their job description. This could be an indication of the teamwork that exists within the departments and a sign of people’s overall willingness to go the extra mile. On the other hand it could be seen that a large number of tasks were handled on an ad hoc basis. This could result in the slippage of tasks that could actually be important. It could also result in an individual focusing too much on other tasks at the expense of individual output. Job design and organizational structure could therefore be identified as some of the factors that were impacting on productivity at Commercial Bank of Africa.

4.3.3 Reward and Recognition

![Pie chart showing different responses to the question on reward and recognition.]

Figure 10a: Reward and Recognition, question number 17
Figure 10b: Reward and Recognition, question number 18

There seemed to be no organized system of rewarding exceptional performance, no one was rewarded immediately, 32% were rewarded at the end of year, 14% received non-financial rewards and 11% received financial rewards. Fifty eight percent of the respondents said there was no direct link between output and remuneration and that remuneration remained the same regardless of performance. This presents an area for immediate attention and this was reinforced by the fact that pay and benefits were ranked in the top four motivational factors that were needed to improve productivity.

4.3.4 Planning

In response to question number 15, only 34% of the employees in the study were involved in planning at the departmental level. Considering that 60% of the respondents were in management this suggested a very directive culture or
management style where people were not necessarily involved in shaping the destiny of the organization.

4.3.5 Ability- Education and Training

Sixty two percent described their skills as being more than adequate for their current position and 34% described their skills as adequate. This represents an opportunity for Commercial Bank of Africa to mobilize skills to achieve higher productivity. The quality of the people in the organization can be a source of strategic advantage particularly in the service industry where the products tend to be generic.

![Pie chart depicting the distribution of skills adequacy among respondents.](chart.png)

Figure 11: Ability, question number 14

Seventy percent of the respondents said that they had received help to do their work better. Of these 62% had received help through training and 29% through coaching or on the job training. The bank has a strong reputation for training.
employees. Training needs to be more focused on helping people to do their work better by increasing their competence base rather than the accumulation of qualification since 96% of the respondents have adequate skills to do their jobs. There is an urgent need to develop leadership skills at all levels in the organization and to introduce skills such as feedback, coaching and mentoring skills.

4.3.6 Procedures

Procedures at Commercial Bank of Africa were seen as being customer focused according to the response to question number 24. In response to question number 25, eight two percent of the respondents had opportunities to make suggestions on how the procedures can be improved. If we combine this with the fact that 62% of the respondents consider themselves as having more than adequate skills, Commercial Bank of Africa had the right combination of factors to achieve excellent results and to introduce innovative products in the market place that uniquely meet customer requirements.

4.3.7 Technological tools

Sixty three percent of the respondents stated that they had the necessary technological tools in response to question number 26. Available technology was rated 4th in the factors that were considered to have impacted positively on the banks overall performance. The technology used at Commercial Bank of Africa is very similar to the technology used at Citibank. The ranking of factors by Sheffield Effectiveness Group supports this finding, which further emphasizes that people management practices have the greatest impact on productivity. (See table no.1)
4.3.8 Communication and Feedback

Customer compliments, personal satisfaction and annual appraisals were the most frequently experienced sources of feedback. (Figure no.13) There seemed to be no focus on the bank’s overall performance and supervisors may not have given as much support through feedback as they should have. The annual appraisal may not necessarily reinforce good performance because of the delay in giving feedback. The appraisal was also used to give negative feedback in 19% of the cases. Negative feedback (Figure no.14) was given immediately the incident occurred according to 33% of the respondents. This may have further indicated that supervisors were more critical than supportive since only 10% of the respondents indicated that the supervisor was a source of positive feedback. There is a clear need for supervisors to reinforce good performance through immediate and meaningful feedback with a focus on increased performance for the bank.

![Pie Chart]

Figure 12: Sources of Positive Feedback, question number 16
4.3.9 Leadership

Management style was considered to have had moderately positive influence on overall performance of the bank. (See Figure 8) Only 36% of the respondents had the authority to do all that was required to meet work objectives. This percentage presented a wide gap since 96% of the respondents had adequate skills to do their jobs and 60% were in management. It also suggested that the individual aspirations were stifled and a possible link with the McGregor's leadership theory X and Y. The area of leadership was not fully explored because whether a leader is good or bad depends on the situation and the objectives that are to be achieved. The situational leadership model by Hersey and Blanchard (Drucker 1997) is based on the interplay of three major factors: 1) the amount of guidance and direction a leader gives, 2) the amount of socio-emotional support a leader gives, 3) the readiness level of the person who is being led for performing a specific task.
4.3.10 Level of Dissatisfaction

Questions number 21 and 27 on whether personal career objectives were aligned to work objectives and whether the person was likely to leave Commercial Bank of Africa were aimed at pointing out the level of employee satisfaction. The results were rather inconclusive due to the large number who responded as unsure.

4.4 Ranking Motivational Factors That Impact on Productivity

Respondents were asked to rank in order of importance factors that are known to impact on productivity.

<table>
<thead>
<tr>
<th>To improve productivity, respondents would need:</th>
<th>Rank (Overall)</th>
<th>Rank (Non management)</th>
<th>Rank (Management)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion Growth Opportunities</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Clear goals and objectives</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Better Pay</td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Better Benefits</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Good working Environment</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Job Security</td>
<td>6</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Stretching Goals that apply your skills</td>
<td>7</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Involvement/ enough information</td>
<td>8</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Full appreciation for work done</td>
<td>9</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Tactful disciplining</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Sympathetic help with personal problems</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
</tbody>
</table>

*Table 3: Ranking of motivational factors needed to improve productivity, question number 28*
Promotion/growth opportunities was the highest-ranking factor, followed by clear goals and objectives and better pay. The ranking of the top three factors is very similar for management and non-management. The strong need for promotion/ growth opportunities suggests a glass ceiling effect. The management by objectives performance management system is well established in Commercial Bank of Africa. Performance is reviewed and the awarded grade impacts on the annual salary increment. In 2001 the difference in the percentage increase ranged from 7% for grade 1 performers to 0% for grade 4. One can therefore conclude that the top three factors relate to pay.

The higher ranking of job security at fourth for management compared to seventh for non-management may have reflected the reduced mobility due to family and long term financial commitments. It may also have reflected the reduced loyalty and higher attrition amongst the younger members of staff who may not have had a job-for-life mentality.

The three lowest ranked factors were full appreciation for work done, tactful discipline, and sympathetic help with personal problems. According to Maslow a need is not an effective motivator until the lower needs in the hierarchy are satisfied. Also a satisfied need is not likely to be a particularly strong motivator. The data was therefore interpreted to say that until the basic need for better pay was fulfilled, the higher needs for 1) affiliation (encouraging open communication), 2) esteem (full appreciation for work done), and 3) knowing and understanding (access to information at all levels, stretching goals that apply your skill) could not be recognized as motivators.
4.5 Organizational Culture

Commercial Bank of Africa culture was most closely described by the good teamwork that exists within the department and a ‘work smart’ approach to tasks. See Figure 14 below. There was a negative standard deviation for have fun at work, cost conscious and have good teamwork with other departments.

![Figure 14: Commercial Bank of Africa Culture definition, question number 29](image)

This indicated that Commercial Bank of Africa employees were not as cohesive at the macro level as they were at a micro level. As a consequence further research may indicate protection of turf attitude amongst management and the existence of strong and perhaps ‘negative’ sub cultures within departments. One of the consequences of this would be lack of down up communication and at the structural level, duplication of duties. Respondents did not overwhelmingly
identify with the stated culture of ‘getting it right first time’. For Commercial Bank of Africa to have a strong house culture, values that can deliver an improvement in productivity e.g. cost conscious, seek ways to improve on the quality of service would need to be introduced into the culture definition. The choice of values is dependent on leadership and the shared vision for the organization.

4.6 Summary

The free format questions validated what had been said in the main body of the questionnaire. There was a range of responses to when the respondents felt particularly satisfied. Increased responsibilities, salary increases, promotions, training opportunities, participation in projects and quality circles and recognition for exceptional performance were the main themes. An interesting phenomenon was when respondents said that they felt particularly satisfied after a certain event and then said they were particularly dissatisfied when that event was not recognized. There is an impression of a general lack of trust with frequent mention of broken promises by management and incidents of perceived unfairness. Most of the issues revolve around the lack of transparency in the appraisal and promotion process.

The research sought to answer the following question:

- What is the level of productivity per employee at Commercial Bank of Africa? How does Commercial Bank of Africa profit per employee ratio compare with peer banks?
- What are the factors that impact on productivity at Commercial Bank of Africa?
- How do employees rank motivational factors that are known to impact on productivity?
Does Commercial Bank of Africa have a well-defined organizational culture? Does the culture support high performance work teams?

Commercial Bank of Africa ranked fourth with a productivity ratio of Ksh. 1,366,000.00 per employee. It can be concluded that there is an opportunity to increase annual profit by Ksh. 248,114,000.00 if Commercial Bank of Africa identified and counteracted the factors that impact on productivity.

According to the research the factors that impact on productivity at Commercial Bank of Africa are:

1) Organization structure and job design
2) Reward and recognition
3) Involvement in planning
4) Communication and feedback
5) Leadership

The motivational factors that are known to impact on productivity were ranked and the results presented in table no.3. Overall the highest ranked factors were:

1) Promotion growth opportunities,
2) Clear goals and objectives
3) Better pay
4) Better benefits.

From the research the organizational culture at Commercial Bank of Africa is not well defined at the organizational level but strong sub-cultures exist at the departmental level. There is good teamwork within the departments and a ‘work smart’ approach to tasks but this does not translate to high performing work teams at the organizational level.
CHAPTER 5: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter draws conclusions and makes recommendations based on the findings of the study. The chapter will discuss the key findings and provide an interpretation of the results based on the literature review. Conclusions will be drawn in direct response to the research objectives and questions. The conclusion will form the basis on which recommendations can be made. The recommendations will suggest ways that Commercial Bank of Africa can increase productivity if the identified factors that impact on productivity are addressed.

5.2 Summary

The objectives of the study were:

- To evaluate the level of productivity at Commercial Bank of Africa.
- To identify factors that impact on productivity at Commercial Bank of Africa.
- To establish whether Commercial Bank of Africa has a strong and cohesive organizational culture.

The research sought to answer the following question:

- What is the level of productivity per employee at Commercial Bank of Africa?
  How does Commercial Bank of Africa profit per employee ratio compare with peer banks?
- What are the factors that impact on productivity at Commercial Bank of Africa?
How do employees rank motivational factors that are known to impact on productivity?

Does Commercial Bank of Africa have a well-defined organizational culture?
Does the culture support high performance work teams?

A questionnaire was administered to a sample of 100 employees, which represented a 38% sample of the total population. The sample included senior managers, support and line managers at the middle and junior management level as well as non-management staff. Ninety percent of the sample responded to the questionnaire. The responses were analyzed using the Microsoft Excel package.

Secondary data was used to measure the productivity per employee at Commercial Bank of Africa and to rank this against peer banks. The profit per head ratio was used and Commercial Bank of Africa ranked fourth in the medium sized bank category with a productivity ratio of 1,366,000.00 per employee.

The factors that impact on productivity at Commercial bank of Africa were identified as:

1) Organization structure and job design
2) Reward and recognition
3) Involvement in planning
4) Communication and feedback
5) Leadership

The motivational factors that are known to impact on productivity were also ranked and the results are represented in Table 3.
According to the research findings, the organizational culture at Commercial Bank of Africa is not well defined at the organizational level but strong sub-cultures exist at the departmental level. There is good teamwork within the departments and a ‘work smart’ approach to tasks but this does not translate to high performing work teams at the organizational level.

5.3 Discussion

5.3.1 Establish the Level of Productivity

A vast amount of financial information was readily available and therefore the objective was met. See appendix 1 and figure r.o.6. This study used the profit per head ratio to measure productivity and figure no. 6 represents the results based on secondary data. Commercial Bank of Africa ranked fourth in the medium sized bank category with a productivity ratio of 1,366,000.00 per employee. An opportunity exists for Commercial Bank of Africa to improve productivity and this would result in a Ksh.248,114,000.00 increase in profit.

5.3.2 Factors that impact on productivity at Commercial Bank of Africa

5.3.2.1 Organizational Structure

From this research the organization structure had a negative impact on productivity at Commercial Bank of Africa. 57% of the respondents performed functions that are duplicated elsewhere and 56% performed tasks that were not in their job description. Sixty six percent did not have authority to meet work objectives, and clear goals and objectives were ranked as the 2nd most important motivation factor that could be used to improve productivity. From this it could be concluded that although the procedures, systems and processes were customer focused an improvement in the structure would greatly reduce the inputs that were required to deliver quality service to the customer.
5.3.2.2 Reward and Recognition

The expectancy theory of motivation states that workers who expect high productivity to lead to valued goals e.g. making more money, getting along well with others and promotion to a higher wage rate, tended to produce at a higher level. Fifty eight percent of the respondents did not see a link between performance and remuneration and yet better pay and benefits were 3rd and 4th respectively on the ranking of motivation factors. Fifty three percent stated that they were not rewarded when they performed at an exceptional level and only 14% received a non-financial reward. Based on the Expectancy theory and the research findings it can be concluded that the reward system at Commercial Bank of Africa needs a complete overhaul.

5.3.2.3 Planning

With only 34% involvement in planning at the departmental level, lack of involvement in planning can be identified as one of the factors that impact on productivity at Commercial Bank of Africa. Involvement in all levels of planning would make the implementation of strategic change easier due to the sense of ownership. It would also tap into the deep people resources and enrich jobs. The process of consulting staff should be done with sincerity so as to reduce the fear and anxiety that individuals may have about change. Involvement in quality circles was repeatedly cited as one of the times that respondents felt particularly satisfied.

5.3.2.4 Ability

In addition, Commercial Bank of Africa needs to evolve a structure that utilizes the skills of the knowledge workers who are better educated and hungry for responsibility. Promotion/ growth opportunities was the number one factor that would be needed for improved performance. Managing career progression in flat organization is very challenging and developing solutions should be a top agenda for the Human Resources department. The Hackman Oldham model
described in the chapter 2 can be reviewed and applied within the constraints of
the maker checker system that very often defines jobs very narrowly in the
banking sector. If employees can experience greater meaningfulness within their
current jobs, then the emphasis on promotions could be reduced. Important
aspects of the Hackman Oldham model are feedback and open communication,
forming natural work units, establishing client relationships and vertical loading.
In the free format questions respondents referred to opportunities to participate
in projects, deputize for supervisors and gaining increased responsibility as the
times they felt particularly satisfied.

5.3.2.5 Procedures

The study showed that Commercial Bank of Africa has customer focused
procedures and this is evident in the excellent quality of service that the
customers enjoy. Combining the success in this area with the fact that 62% of the
respondents consider themselves as having more than adequate skills, is a
winning combination that has already resulted in several international awards
such as the Euromoney Best Local Bank in Kenya.

5.3.2.6 Technology

When used correctly technology should be an accelerator of momentum not a
creator of it. Commercial Bank of Africa has achieved major milestones in the
area of technology having been the first bank to be fully networked therefore
providing seamless service to customers regardless of the branch location. The
findings of the research support this with 63% of the respondents stating that
they had the necessary technological tools. Avoiding fads and bandwagons,
Commercial Bank of Africa can maintain its leadership in this area by adopting
and pioneering carefully selected technologies.

5.3.2.7 Communication
Although there was a 90% response reading through the responses created an overall impression of an overwhelming disenchantment with the organization. There was also lack of trust that persisted even when the respondents were given personal reassurances that the information would be held in highest confidence. Reducing the fear of speaking out would be an essential component of organizational transformation. The fear of negative repercussion is further highlighted by the fact that 33% of the respondents receive immediate negative feedback compared to 10% who received immediate positive feedback. Unless this fear is driven out the organization may not achieve a vision of quality, productivity and innovation.

5.3.2.8 Leadership

Every organization goes through phases of the organization life cycle- inception, maturity, high growth, maturity and eventual decline. The leadership skills needed in one stage of development may be inappropriate or inadequate in a later stage. As Commercial Bank of Africa transits into a 21st Century organization and as it consciously defines a new culture that will support strategy and change, appropriate skills will need to be developed rapidly to address change successfully. There needs to be further research in the area of strategy and leadership to identify the leadership skills and characteristics that are needed.

5.3.2.9 Level of Dissatisfaction

The results on the level of dissatisfaction were inconclusive due to the large number of responded unsure. This could be an indication of the overall uncertainty of the economy and a flooded job market with very few prospects for career advancement. The general attitude being, that one was lucky to have any job at all even if it does not meet their career objectives. It could also signal that the respondents were satisfied being at Commercial Bank of Africa. It is also possible that employees were reasonably satisfied since Commercial Bank of
Africa offered an eventual stepping stone to the career of choice. This could have been explored further through personal interviews and is one of the limitations of the study.

5.3.3 Ranking of motivational factors that are known to impact on productivity

The ranking of factors at Commercial Bank of Africa sharply contradicts the research by Grimme (Table no.2). Grimme (2001) concludes that an employer should pay employees fairly well then get them to forget about money by treating each and every employee with respect. Other tips drawn from the research by Grimme include the use of praise, clear communication, recognition, and involvement to create an organizational culture that is open, trusting and fun. From this I can conclude that there is extreme pressure on pay and benefits as a reward, as other forms of reward are not exploited. The culture at Commercial Bank of Africa had a negative mean deviation for ‘have fun at work’ in Figure no.10. Only 14% of the respondents had received a non-financial reward and supervisors were more likely to give negative feedback (33%) than positive feedback (10%).

Sympathetic help with personal problems ranked 11th in Figure number 9. This research did not fully explore the impact of HIV/AIDS on productivity although the researcher had hoped that she could infer from the response to the perceived importance of sympathetic help with personal problems. I recommend a further study on this so that Commercial Bank of Africa can establish a responsive policy on HIV/AIDS in the workplace.
5.3.4 Culture

Commercial Bank of Africa needs to purposely define its culture. The research showed that there was no strong defining way of doing things that unified the organization even though the mission statement defined the culture with the statement 'aim to get it right first time'. (see appendix 5: mission statement) However, in the research this statement was most frequently rated as unsure or does not describe. There appeared to be a very strong sub cultures at the departmental level with team work at the departmental level being acknowledge as most closely describing Commercial Bank of Africa employees.

5.4 Conclusions

Following the Hedgehog process described by Collins (2001) 'good -to-great' companies start by confronting the brutal facts of their current reality. They then determine 1) What they can be best in the world at: This is goes beyond core competencies to an understanding of what you can be best at and almost equally important what you cannot be best at. 2) What drives their economic engine: search for one denominator e.g. profit per X and systematically increase it over time. This pattern of systematic build up leads to a breakthrough due to disciplined action. 3) What they are deeply passionate about and then decide to do only those things that they are passionate about without panicking if the competitive landscape changes.

This research has used the ratio of profit per head to show that Commercial Bank of Africa has a potential to increase profit by Ksh. 248,114,000.00. The factors that impact on productivity have been identified as:

1) Organization structure and job design
2) Reward and recognition
3) Planning
4) Communication and feedback
5) Leadership
The motivational factors were ranked as an indication of the areas that would require immediate attention so as to improve on productivity. The top ranking factors were:
5) Promotion growth opportunities,
6) Clear goals and objectives
7) Better pay
8) Better benefits.
These are closely linked to the organizational factors that impact on productivity. Having a better organizational structure would resolve issues of clear goals and responsibilities as well as the clear goals and objectives. Resolving issues of reward and recognition would most likely result in better pay and benefits.

The culture at Commercial Bank of Africa was described as being team oriented at the departmental level but not the organizational level. For Commercial Bank of Africa to have a strong house culture, values that can deliver an improvement in productivity e.g. cost conscious, seek ways to improve on the quality of service would need to be introduced into the culture definition. The choice of values is dependent on leadership and the shared vision for the organization.

5.5 Recommendations

5.5.1 Measure Productivity
If what gets measured gets done, then Commercial Bank of Africa should adopt the balanced scorecard. The study showed that only 45% of the respondents had financial work targets. According to Kaplan and Norton (1996) the balanced scorecard translates an organizations mission and strategy into a comprehensive set of performance measures. The balanced scorecard retains emphasis on
financial objectives but also includes: customers, internal business process, learning and growth.

It would seem that when people are unhappy with their work situation, money and leadership issues appear to be more prominent. Employee satisfaction deserves a place on the management agenda and for this reason I recommend a periodic employee satisfaction survey. Measuring the level of satisfaction is seen as the first step towards identifying and addressing issues which impact on productivity.

5.5.2 Take a strategic approach to human resource management

The study recommended a strategic approach to Human Resources management. HR has the ultimate responsibility for people and by extension the organizations culture. A culture thrives and is supported by the reward system, the performance evaluation process, job design and organization structure, communication of values and norms, and induction and training. HR is responsible for identifying motivational factors that enhance performance through periodic surveys and research. By highlighting the urgency for HR to shift its focus onto the above value adding activities rather than administrative tasks.

5.5.3 Adopt a total reward strategy

It is recommended that Commercial Bank of Africa adopts a total reward strategy that combines non-financial rewards, employee benefits and pay structures with measurement and management of performance. According to Armstrong and Murlis (1994) the importance of non-financial rewards cannot be down played because they satisfy individual reeds for challenge, responsibility, influence in decision making, variety, recognition and career opportunities. Employee benefits satisfy the need for personal security and provide
remuneration in forms other than pay, which meet other needs and may be tax efficient. Pay structures combine the results of market surveys and job evaluation to define equitable and competitive levels of pay and pay progression limits. The measurement and management of performance, measures performance in relation to outputs and inputs and leads to the design of pay-for-performance schemes e.g. gain sharing and profit sharing schemes and continuous development e.g. competence based pay. Basic pay and performance pay combine to form total remuneration.

5.5.4 Build a strong culture that supports high performing work teams

According to Brown (1998) strong, appropriate, adaptable cultures which value stakeholders and leadership, and which have a strong sense of mission, are likely to be associated with high performance over sustained periods of time. It may not be advisable for an organization to modify its culture to emulate the high performing competitor because what works for one firm may not be useful for another. The writer suggested that to be a cause of sustained competitive advantage a culture must be rare and only imperfectly imitable so as to differentiate an organization from its competitors.

Commercial Bank of Africa should build on the existing teamwork in the organization into a high-performance work system. A high performance work system is a form of organization that operates at a level of excellence far beyond those of comparable systems. (Buchanan and Huczynski, 1991). The features of a high performance work system are:
- Perform excellently against a known external standard.
- Perform beyond what is assumed to be their potential best.
- Perform excellently in relation to what they did before.
> Are judged by informed observers to be substantially better than comparable groups.
> Are achieving levels of performance with fewer resources than are assumed necessary.
> Are seen to be exemplars, as a source of ideas and inspiration.
> Are seen to achieve the ideal culture.
> Are the only organization that have been able to do what they do at all even though it might seem that what they do is not that difficult or a mysterious thing.

It is widely appreciated that changing a culture can be a very difficult process and even impossible in the short term. Top down approaches may result in overt compliance but not acceptance, therefore participative approaches are recommended even though they are difficult to implement and extremely time consuming.

5.5.5 Recommendation for further research

There is need for further research in the area of strategy and leadership. This will identify the leadership skills and characteristics that are needed to change Commercial Bank of Africa from a ‘good-to-great’ bank.
REFERENCES:


24) Sengai, A. (2000). Productivity measurement, productivity measurement and sharing the benefits. (Online) Available: www.sengai.com:


## APPENDIX

### Credit Quality

<table>
<thead>
<tr>
<th>Bank</th>
<th>Core Capital to Risk-weighted Assets</th>
<th>Tier 1 Capital to Risk-weighted Assets</th>
<th>Total Capital to Risk-weighted Assets</th>
<th>Leverage Ratio</th>
<th>Risk-weighted Assets to Equity</th>
<th>Capital Adequacy</th>
<th>Core Capital Adequacy</th>
<th>Tier 1 Capital Adequacy</th>
<th>Total Capital Adequacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank A</td>
<td>10.2%</td>
<td>8.5%</td>
<td>12.6%</td>
<td>5.5%</td>
<td>150</td>
<td>10.5%</td>
<td>9.2%</td>
<td>11.4%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Bank B</td>
<td>9.1%</td>
<td>7.8%</td>
<td>10.8%</td>
<td>4.9%</td>
<td>140</td>
<td>9.4%</td>
<td>8.5%</td>
<td>10.5%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Bank C</td>
<td>11.2%</td>
<td>9.8%</td>
<td>12.9%</td>
<td>6.2%</td>
<td>160</td>
<td>11.5%</td>
<td>10.2%</td>
<td>12.2%</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

### Efficiency

<table>
<thead>
<tr>
<th>Bank</th>
<th>Operating Expenditure / Average Total Assets</th>
<th>Loan Loss Provision to Operating Income</th>
<th>Cost of Funds</th>
<th>Cost of Equity Capital</th>
<th>Cost of Debt Capital</th>
<th>Cost of Equity Capital</th>
<th>Core Capital Adequacy</th>
<th>Tier 1 Capital Adequacy</th>
<th>Total Capital Adequacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank A</td>
<td>2.4%</td>
<td>4.2%</td>
<td>6.8%</td>
<td>5.9%</td>
<td>7.1%</td>
<td>8.2%</td>
<td>10.5%</td>
<td>11.6%</td>
<td>12.7%</td>
</tr>
<tr>
<td>Bank B</td>
<td>3.9%</td>
<td>6.1%</td>
<td>8.9%</td>
<td>7.7%</td>
<td>9.6%</td>
<td>10.7%</td>
<td>13.0%</td>
<td>14.2%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Bank C</td>
<td>1.8%</td>
<td>3.6%</td>
<td>5.3%</td>
<td>4.2%</td>
<td>5.3%</td>
<td>6.4%</td>
<td>8.7%</td>
<td>9.8%</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

### Risk Management

<table>
<thead>
<tr>
<th>Bank</th>
<th>Capital Adequacy</th>
<th>Risk-weighted Assets to Equity</th>
<th>Core Capital Adequacy</th>
<th>Tier 1 Capital Adequacy</th>
<th>Total Capital Adequacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank A</td>
<td>10.2%</td>
<td>150</td>
<td>10.5%</td>
<td>9.2%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Bank B</td>
<td>9.1%</td>
<td>140</td>
<td>9.4%</td>
<td>8.5%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Bank C</td>
<td>11.2%</td>
<td>160</td>
<td>11.5%</td>
<td>10.2%</td>
<td>12.2%</td>
</tr>
</tbody>
</table>

### Other Financial Indicators

<table>
<thead>
<tr>
<th>Bank</th>
<th>Return on Equity</th>
<th>Return on Assets</th>
<th>Return onequity</th>
<th>Returnonassets</th>
<th>Return oncapital</th>
<th>Returnoncapital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank A</td>
<td>12%</td>
<td>8%</td>
<td>15%</td>
<td>10%</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>Bank B</td>
<td>15%</td>
<td>10%</td>
<td>20%</td>
<td>15%</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Bank C</td>
<td>18%</td>
<td>12%</td>
<td>25%</td>
<td>20%</td>
<td>30%</td>
<td>25%</td>
</tr>
</tbody>
</table>
MAJOR FACTORS AFFECTING EMPLOYEE PRODUCTIVITY

- Task Equipment
- Productivity raw materials
- Method Job Layout
- Attitude
- Previous Education
- Experience training
- Individual's personal situation
- Economic conditions
- Perception of the situation
- Level of aspiration
- Reference group
- Cultural background
- Education
- Experience
- Level of dissatisfaction
- Type of leadership
directive participative
- free men
- Managerial skill and technical knowledge
- Organizational Conditions
- Quality of leadership
- Job security
- Promotion
- Introduction to job
- Work standards
- Pay
- Effective appraisal
- Performance evaluation
- Communication
- Union
PRODUCTIVITY IN THE WORKPLACE: CASE STUDY-COMMERCIAL BANK OF AFRICA

QUESTIONNAIRE

Your responses to the questions will be held in utmost confidence. This is an academic research paper in partial fulfillment of the requirements for a Master of Science degree in Management and Organizational Development therefore the results will not be used to make decisions related to your employment at Commercial Bank of Africa.

Thank You.

*Please tick where appropriate*

1. Gender: M ( ) F ( )
2. Educational Level: O Level ( ) A Level ( ) Graduate ( ) Post Graduate ( )
3. Professional Membership/ Qualification: AKIB ( ) CPA K ( ) ACCA ( ) ACIB ( ) Other ( )
4. Age Bracket: Under 25 ( ) 26-30 ( ) 31-35 ( ) 36-40 ( ) 40-45 ( ) 45-50 ( ) Over 50 ( )
5. Length of Service at CBA (Years) 6. Department ..........................................
7. Category: Management ( ) Non-Management ( )
8. Are you aware of the bank's financial performance last year?
   Yes No Unsure
9. To what extent do you think that the bank's overall performance was affected by the following factors?
   Rank from 1-4 (1- Negative impact, 2- No impact, 3- Positive impact, 4- Unsure):
   i) The economy 1 2 3 4
   ii) Competitor activity 1 2 3 4
   iii) Product mix 1 2 3 4
   iv) Available technology 1 2 3 4
   v) Management style 1 2 3 4
   vi) Organizational structure 1 2 3 4
   vii) Quality of employees 1 2 3 4
   viii) Quality of output 1 2 3 4
   ix) Individual output 1 2 3 4
   x) Operating Costs/Income ratio 1 2 3 4
10. Do you have work objectives?
    Yes Sometimes Unsure No
11. Do you have financial work targets?
    Yes Sometimes Unsure No
12. Do you perform some functions that may be duplicated or are done in an inefficient way?
    Yes No Unsure
13. Do you have authority to do all that is required to meet your objectives/targets?
    Yes No Unsure Sometimes
14. How do you rate the level of your skills in relation to your current position?
    More than adequate Adequate Unsure Less than adequate
15. Are you involved in planning at departmental level?
    Yes Sometimes Unsure No
16. How can you tell when your performance exceeds expectations?

Rank the three most frequent sources of feedback.

i) Customer compliments
ii) Supervisor tells me
iii) Error free work
iv) Volume of work
v) Feeling of personal satisfaction
vi) Increase in income for the bank
vii) Feedback during annual appraisal
viii) Other (state)...................................................................................................................

17. When you perform at an exceptional level are you rewarded? Yes ( ) No ( )

If yes, when and how are you rewarded? Tick as appropriate

i) Immediately
ii) At the end of year
iii) Individually
iv) As a team
v) Financial Reward
vi) Non-Financial

18. Is there direct link between your output and remuneration? (Tick as appropriate)

i) Remuneration remains the same regardless of output
ii) Remuneration increases with output
iii) Unsure

19. In the last one-year were you at any time made aware that your performance did not meet expected standards?

Yes ( ) No ( )

If yes, how was this done? (tick as appropriate):

i) During the annual appraisal
ii) Immediately the incident happened
iii) Verbally
iv) In writing
v) Other...........................................

20. In the last one-year have you received help to do your work better? Yes ( ) No ( )

What help have you received to do your work better? (tick as appropriate)

i) Training
ii) Performance counseling
iii) Coaching or on job training
iv) Other ...........................................

v) None

21. Are your work objectives aligned to your personal career objectives?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Unsure</th>
</tr>
</thead>
</table>

22. Do you understand how the quality of your output affects your co-workers and other departments?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Unsure</th>
</tr>
</thead>
</table>

23. Do you perform jobs that are not in your job description?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Sometimes</th>
<th>Unsure</th>
<th>No</th>
</tr>
</thead>
</table>
24. Are the procedures in your department customer focused?
   Yes  No  Unsure

25. Do you get opportunities to make suggestions on how the procedures can be improved?
   Yes  No  Unsure

26. Do you have all the technological tools necessary to do your work?
   Yes  No  Unsure

27. Are you likely to leave CBA in the next:
   1 to 2 years  3 to 4 years  5 years or more  Unsure

28. To improve your productivity you would need: Rank in order of importance from 1-10
   Job security
   Better benefits
   Clear goals and objectives
   Stretching targets that apply your skills
   Better pay
   Promotion/ growth opportunities
   Good working environment
   Involvement/ enough information
   Sympathetic help with your personal problems
   Full appreciation for work done
   Tactful disciplining

29. Which statements best describe CBA employees? Rank from 1-4 (4 truly describes, 3 Somewhat describe, 2 unsure, 1 Does not describe)
   i) Cost conscious
   ii) Aim to get it right first time
   iii) Seek ways to improve the quality of service
   iv) Go the extra mile to deliver excellent service
   v) Work hard
   vi) Work smart
   vii) Have fun at work
   viii) Are friendly co-workers
   ix) Have good teamwork within the departments
   x) Have good teamwork with other departments

30. Recall a time when you felt particularly satisfied, what were the circumstances

31. Recall a time when you felt particularly unsatisfied, what were the circumstances
Subject:

Project Questionnaire

Dear [Name],

I have selected you as part of my sample for a questionnaire so as to complete my project. I hope you will honor me with a quick response as I have a rather tight schedule with the hope of graduating in June.

Please spare 10 minutes and send back the questionnaire by Wednesday.

Your info my research is purely academic and is based on the attached problem statement.

Best Regards,

[Your Name]

You will receive the questionnaire by surface mail latest tomorrow morning.
Commercial Bank of Africa Limited aims to be the acknowledged leader of domestically owned banks in Kenya. We shall focus our efforts and resources on Corporate and Trade Finance, Treasury, the quality end of the Personal Banking Market and the Foreign Mission and Non-Governmental Organisation segments. We shall provide genuinely personal service to match the highest international standards. We shall establish leadership status for the range and quality of our products and services, the efficiency of their delivery, and our responsiveness and solution driven approach to customer needs.

Achievement of this mission will require:

- Absolute dedication to understanding our customers' needs and then fulfilling these needs with the appropriate mix of service, efficiency, reliability and products provided at prices which are attractive to our clients and produce sufficient profits to finance future growth.

- The highest levels of integrity and professionalism in our people and the cultivation of a "get it right first time" attitude.

- Optimisation of available technology to increase efficiency and reduce our cost base.

- A performance driven environment which rewards achievement, enthusiasm and team spirit and which offers each and every employee the opportunity for personal development and growth as well as maximising returns to our shareholders.

- An ability to anticipate market developments and profitable business opportunities.

- Attractive banking premises which provide a comfortable, secure and user friendly environment for customers and staff alike.

- The maintenance of a robust approach to risk management in its widest sense.