The Influence of Demographic Characteristics on Performance of Academic Employee in Kenyatta University

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1. Introduction

1.1 Background of the Study

The success of the universities depends upon solid functioning, faithfulness and the involved academicians regarding high level of teaching and research. Provision of workforce to the different sectors countrywide is possible only through the universities with high level of educational standards and Organizational Commitment on the part of the staff members especially the academicians. In the institutions of higher education the most significant foundation for the determination of educational development is the source of the workforce. In agreement with the consideration, the academic excellence and teaching will be enhanced by the level of performance of the workforce in the university.

Universities gradually become more conscious that academicians are the key person to their accomplishment and view the mutual correlation between the organization and the academicians as a most valuable parameter in development. A consistent, leading and the dedicated employees in the public sector organizations, mostly universities, have comparatively more elevated levels of organizational commitment. If workforce is dedicated, emotionally involved and have identification with their organization, then they are more likely to continue with the organization (Meyer & Stanley, 2002).

According to Bell (2008) demographic characteristics affect employee performance. Demographic differences “evvoke differential expectations among the employees”. Such characteristics include education status, age race, family related characteristics, marital status, ethnicity, years of service and religion. There are a number of demographic characteristics that are in play when employee performance management is considered. These ought to be considered while managing employee performance in order to ensure that they are not a hindrance but rather profitably utilizable. According to Birechi (2010) while managing employee performance, priority should be given to an individual’s demographic characteristics as opposed to institutionalized or generalized factors. Fletch (2010) refers to demographic factors as biographical factors, citing examples such as race and personal career objectives as determinants to performance achievement among employees. Fernandez (1993) argues that good workforce demography practices in the area of human resources are believed to enhance employee and organizational performance. This is because managing demography involves leveraging and using the cultural differences in people’s skills, ideas and creativity.
to contribute to a common goal, and doing it in a way that gives the organization a competitive edge.

According to Torrington (2005) the increasing trend of demographic diversity along racial, ethnic and gender lines, as well as an increasing percentage of the workforce that is below the age of 30 and over the age 55 have several implications for HRD professionals, employees and organization in general. Regarding gender, many researchers found that men are favored whether they are in the majority or minority, while women are disfavored, especially, when they are in the minority, and sometimes even when they are in the majority (Williams, 1992). level of education or qualification is found to be positively associated with performance suggesting that the more educated employees are, the more likely to perform well.

This study is based on Human capital theory was proposed by Schutz (1961) and developed extensively by Becker (1964). Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her “productivity”. It enables us to think of not only the years of schooling, but also of a variety of other characteristics as part of human capital investments. These include school quality, training, attitudes towards work, etc. This approach also sees people not as an expense item on their income statements rather as an asset capable of not adding to their organizations but also in some cases ensuring its very survival in the current competitive environment (lynch,2004). Therefore this theory is suitable for this study.

Kenyatta University is home to some of the world’s top scholars, researchers and experts in diverse fields. Kenyatta University is the one of the largest universities in Eastern Africa whose vision is to be a dynamic, an inclusive and a competitive centre for excellence in teaching learning and research and service to humanity. At Kenyatta University in terms of staff numerical growth, it has grown from the initial figure of about 500 staff to the current 2,400. Academic employee’s demographic characteristic varies across the university in terms of gender, age, education level, marital status, tenure at the Institution. University has teaching and non-teaching staff across the school and departments. At Kenyatta University the Academic employee’s performance is measured through Performance contract which is done annually by the department of the Quality Management Office.

1.1.1 Demographic Characteristics

Demographic characteristics are widely acknowledged as having a great influence on staff performance. According to George (2010) demographic characteristics are personal characteristics and include information such as ethnicity, race and family size. Bell (2008) defines demographic characteristics as personal statistics on information such as gender, age, sex, education level, income level, marital status, occupation, religion, birth rate, death rate, average size of family, average age at marriage. For example, considering age, one is
expected to be energetic and enthusiastic at an early age of their employment. As they grow up within the organization, their performance is expected to improve with their maturity up to a certain age when their energy levels go down and thus performance slows, this is what necessitates the establishment of a retirement age (Adio, 2010). Fletchl (2010) points out that the demographic characteristics have an influence on whether employees will be committed to their work or not. He observes that how well the employee performs, how many years they are ready to dedicate in service and how well they act in the best interest of the firm’s objectives heavily depends on how much the organizations take care of the needs that are related to their demographic characteristics. He however fails to bring out how the same can be put into practice. According to Morrison (1992) managing demography involves leveraging and using the cultural differences in people’s skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge.

According to Hayles and Mendez (1997) diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions. Jackson et al. (1995) define demographic characteristics as the presence of differences among members of a social unit. The workforce is more diverse in terms of gender, race, ethnicity, national origin and comprises people who are different and share different attitudes, needs, desires, values and work behaviors as noted by Rosen and Lovelace (1991). Greenberg (2004) also defines workplace demographic characteristics refers to the variety of differences between people in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, and education background.

1.1.2 Employee Performance

Baldwin (2008) defines employee performance as a means of carrying out actions efficiently and effectively by the employees in order to achieve the predetermined objectives of an organization. According to Armstrong and Baron (2010) employee performance is the development of capabilities of both individuals and teams in order to harness their potential contributions towards the achievement of the organizational and personal goals. An important feature of these definitions is the fact that the interaction between the employee and the organization is emphasized, hence employee performance can be considered as the articulator relationship between the corporate strategy and employee input towards achieving an organization’s objectives. According to Kelleher (2011) there is an inseparable link between employee and corporate performance. While the management of a firm is involved in utilizing what employees invest in the firm in terms of skills and efforts, there must be an assurance of something in return to the firm as a result of employees input. Such returns are determined numerically through the Key Performance Indicators (Kelleher, 2011).
Employee performance is therefore the main determinant of either the success or the failure of the larger corporate strategy that is in place. In order to manage employee performance well, there is need to evaluate and understand how a number of factors come into play in determining employee performance (Aguilera, 2005). There are a number of approaches and activities involved in managing employee performance. This however is depended on the overall strategy that the firm employs (Arthur, 2001). According to Armstrong and Baron (2010) performance management is both strategic and integrative. The strategic approach leans on the broader organizational environment and how the organization intends to meet its objectives. The integrated approach on the other hand is concerned with linking employee and other functional strategies to the overall strategies of the organization (Armstrong & Baron, 2010).

The different ways through which performance management is achieved include performance planning, measurement and review, continuous development and improvement, communication and through maintenance of ethical standards (Armstrong & Baron, 2010). Organizations are therefore challenged to ensure that their employees are producing optimally (Nzuve & Singh, 1992). This is however met with a number of challenges that make it necessary to explore several ways through which performance can be enhanced. One such a way is looking at how performance determinant factors can be taken care of in order to stimulate and sustain good performance (Burlacu, 2012).

1.1.3 Academic Staff in Kenyatta University

Kenyatta University is a multi-campus public university in Kenya. As of October 2015, it is one of the best public universities in the country. In 1965, British Government handed over the Templar Barracks in Kahawa, to the newly formed government of Kenya. The barracks were then converted into a college called Kenyatta College. In 1970, Kenyatta College became a constituent College of the University of Nairobi, and its name changed to Kenyatta University College, following an Act of Parliament. In 1985, it was granted full university status, and was renamed Kenyatta University (www.ku.ac.ke). University main campus is located at Kahawa, in Kiambu County. The campus lies along the road between Nairobi and the Central Kenyan town of Thika. The university has several campuses across the country. Main Campus, Ruiru Campus, Parkland Campus, Kitui Campus, Mombasa Campus , City Centre Campus, Nyeri Campus Nakuru Campus, Kericho Campus, Dadaab Campus, Embu Campus. The university offers bachelor's degrees, master's degrees, and doctoral degrees through eleven campuses. The degrees awarded include those in medicine and law. The university has open-learning, e-learning, school-based, part-time and full-time teaching. Kenyatta University is accredited by (a) Kenya Commission of University Education (b) Inter-University Council for East Africa (c) Africa Association of Universities (d) International Association of Universities and (e) Commonwealth Universities (www.ku.ac.ke).
At Kenyatta University, there are two categories of staff members: Academic members of staff, this category comprises of teaching members of staff at the University. Their primary role is to teaching, research, training and supervision of students. Their hierarchy is as follows: Full Professors, Associate Professors, Senior Lecturers, Lecturers, Assistant Lecturers and the lowest is the Tutorial Fellow Position. Non-teaching members of staff have again two categories: Senior non-teaching staff members Grade (5-14), this cadre of staff comprises of staff members who have various professional skills examples are the Secretaries, Accountants, Electricians, and Computer Technicians etc. Junior non-teaching staff members Grade (1-4), this cadre of staff are the subordinate staff who carries out various duties at the Institution.

1.2 Research Problem

Demographic characteristics greatly influence how well an employee performs despite the fact that the employee might be having other factors determining their performance. Managing Demographic characteristics in the workplace should be the concern of every organization. In order to survive, a organization needs to be able to manage and utilize its demographic workplace effectively. Managing demographic in the workplace should be a part of the culture of the entire organization (Anderson, 2012). Fernandez (1993) argues that good workforce Demographic practices in the area of human resources are believed to enhance employee and organizational performance. This is because managing diversity involves leveraging and using the cultural differences in people’s skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge.

According to Auden (2009) demographic characteristics such age and educational background determines the level of employee productivity. Hayles and Mendez (1997) added a strong correlation between good diversity practices and profits. The focus on differences in individual characteristics leading to inequality has posed the challenge of achieving unity in demographic environment and harnessing those demographic characteristics to improve employee performance. Failure to manage demography in terms of race, gender, level of education, profession, ethnic affiliation, religious affiliation often leads to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Tilly, 1998; Reskin, 2003).

Employee performance has become a challenging phenomenon for both public and private organizations. Universities are no exception to the challenge of employee performance particularly with the core employee in academic staff. At Kenyatta University in terms of staff numerical growth, it has grown from the initial figure of about 500 staff to the current 2,400. The Nature of Academic Staff demography varies in terms of level of education, age, marital status, gender and tenure at the Intuition. At Kenyatta University the Academic employee’s
performance is measured through Performance contract which is done annually by the department of the Quality Management Office. Staff appraisal is another tool which measures the Staff members performance by taking into consideration the publications and journals done by each staff member, how many workshops and conferences he/she has attended, numbers of Postgraduate students he/she has supervised, papers presented, other departmental duties over and above the normal duties assigned and Charity and Social services offered by the individual employee.

Kuya(2013) conducted a study on influence of demographic characteristics on employee performance in Standard Chartered Bank, Kenya and concluded that demographic characteristics have an impact on how well an employee performs, they ought to be emphasized in the management of perform. Munjuri (2012) did a research on workforce diversity management and employee performance in the banking Sector in Kenya. It was concluded that workforce diversity affects employee job performance and affect employee performance at varying degrees considering both managers and no managerial employees of the Bank.

Irfanullah &Farhatullah Khan (2013) carried out a research on determining the demographic impacts on the organizational Commitment of Academicians in the HEIs of DCs like Pakistan. The result established that there is a significant association between the organizational commitment and the demographics.

Dimitrios Belias and Athanasios (2013) conducted a study on influence of demographic characteristics on employee performance on job satisfaction of Greek bank employee and concluded that highly educated employees tend to think higher of their work as a whole and have higher ambitions. None of the previous researchers has studied demographic characteristics and its influence on employee performance in the Kenyatta University. This gap in knowledge thus necessitated the proposed study. This research therefore sought to answer the following research questions: How does demographic characteristics influence the academic employee performance at Kenyatta University?

1.3 Objective of the Study
The objective of this study is to determine the influence of demographic characteristics on academic employee performance at Kenyatta University in Kenya.

1.4 Value of the Study
The findings of this study will be insightful in enhancing policy formulation with regard to management of performance among employees as it will add the demographic characteristics as one of the factors under considerations in performance management. Many policy formulators will find this study useful in that a silent aspect of employee management will be brought into the limelight. The ideas postulated in this research will therefore be
resourceful to relevant policy makers either as they are or as a guide to further exploration of related issues in managing performance.

Secondly, the study will contribute to the existing literature, and will therefore be of value for further research by either validating or disputing the existing ideas about the influence of demographic characteristics on employee performance. In addition, the study will help in scaling the gaps that exist in performance management since a review of the existing literature points out a big knowledge gap in the information that is available concerning this issue. Scholars with interest on the same topic will get both insight and a direction on how to approach related problems. The results will also be insightful to human resource practitioners as far as performance management is concerned. The management of employee performance will be enhanced by the findings of this research. Demographic trends among employees will thus be a major consideration in managing their performance unlike what is happening at the moment.

2. Literature Review

2.1 Introduction

This chapter review theoretical literature on theories of demographic characteristics and then reviews empirical literature relevant to the study and concludes with the conceptual framework. It also gives an insight of employee performance influence by demographic characteristics in Kenyatta University.

2.2 Theoretical Foundation

There are various theories on demographic characteristics and performance. This study is based on Human capital Theory and Goal Setting Theory.

2.2.1 Human Capital Theory

Human capital theory was proposed by Schutz (1961) and developed extensively by Becker (1964). The theory posits that knowledge and skills a worker, generate a certain stock of productive capital. The current world of work puts the importance of human capital at centre of the current organization environment. Attracting and retaining intellectual capital a cadre of highly skilled employee with idiosyncratic skill is essential. Therefore organizations must move from human resource to the notion of human capital, Grobler et al. (2006). Human capital theory posits that the knowledge and skill a worker has to generate a certain stock of productive capital.

This approach also sees people not as an expense item on their income statements rather as an asset capable of not adding to their organizations but also in some cases ensuring its very survival in the current competitive environment (lynch, 2004). Steers and Porter (1992) defines human capital as human factor in the organizations the combined intelligence, skills and expertise that gives the organization its distinctive character. The human elements of the
organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization. Human capital comprises intellectual capital (which are the unique knowledge and skills that people possess), social capital (which is flexible networks among people that allow the organizations to link, embed and leverage its diverse knowledge possessed by organization that is stored in database and manuals). Emotional capital that is the ability to convert the potential in intellectual capital into committed realized action.

According to Price (2001) key employee possess a significant amount of an organization’s value and when these key employees leave companies, they take this value with them. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of attracting, retaining developing and maintaining the human capital they represent. The present study examines retention factor with the underlying assumption that human capital is critically important.

2.2.1 Goal Setting Theory

The Goal Setting theory developed by Latham and Locke (1979) states that motivation and performance are higher when individuals set specific goals, when goals are difficult but accepted and when there are feedback on performance. Precipitation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement enforced by guidance and advice, finally the feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals. Goal Theory plays a key role in performance management, Armstrong (2009). Goal Setting theory, highlights four mechanism that connect goals to performance outcomes: They direct attention to priorities, they stimulate effort, they challenge people to bring knowledge and skills. Goal theory is a theory that proposes that all human action and behavior are motivated by a goal which is important to the performance of organization and hence individuals.

The theory established an intimate link between goal setting and positive workplace performance and it predict that people will channel their effort towards the accomplishment of their goals, which in turn affect performance. The implementation of performance contracting focus on the above principles. The theory assert that the goal setting strongly influence the performance of the organization and individual (Latham and Locke, 1979).

2.3 Measures of Employee Performance

Employee performance involves all aspects which directly or indirectly affect and relate to the work of employee. Armstrong (2001) says that performance measures are agreed when setting the objectives. Performance measures need to show that the required result has been achieved and that the employee has achieved what is expected. This forms a basis for establishment of feedback that will be used by management and employee for monitoring performance. Griffin, Neal and Parker (2007) defines three core performance measures.
dimensions namely proficiency, adaptively and proactively which they classified at three levels (individual, team and organization).

According to Mulwa (2009) performance is a set of measures that give managers a fast and comprehensive view of the business. The job holder’s control, measures should be objective and observable, data must be available for measurement and existing measures should be used or adapted where possible. Performance measurement is traditionally viewed as an element of the planning and control cycle that captures performance data, enables control feedback. Influence work behavior and monitors strategy implementation (slack chambers Harrison, 1995). Performance measurement has now gone beyond input and processes into other sensitive areas (Politt and Bouckaert, 2004) for example: customer satisfaction, reviewing consistencies and understanding value drivers etc.

2.4 Demographic Characteristics that Influence Employee Performance

Fletch (2010) points out that the demographic factors have an influence on whether employees will be committed to their work or not. He observes that how well the employee performs, how many years they are ready to dedicate in service and how well they act in the best interest of the firm’s objectives heavily depends on how much the organizations take care of the needs that are related to their demographic characteristics. He however fails to bring out how the same can be put into practice. There are a number of demographic characteristics contributing to diversity. The most widely recognized involve, age, gender, ethnicity, and education. Among the demographic characteristics influencing performance are discussed below.

2.4.1 Influence of Age on Employee Performance

Age has been noted by many researchers as having a very crucial role in determining whether an employee will be able to perform beyond or below what is expected of them. Andoh, Biako and Afranie (2011) observe that the relationship that exists between age and performance is an issue for the coming times. According to Adler (2005) on the effects of demographic recruitment policies on employee performance, discovered that demographic factors can improve performance and recruiting from a wider range of age and ethnicity gives the firm a larger talent pool.

Andoh, Biako and Afranie (2011) also point out that the idea of age is looked at from different points of view by different people. There are those who see old age as an accumulation of experience and knowledge hence a contributory factor to the ability to perform better. On the contrary, there are those who relate old age to wearing out, tiredness, increased family and other social responsibilities and vulnerability to diseases which are contributory factors to low work.

Hedge and Borman (2012) argue against age as a determinant factor to performance. They say that age is a very weak predictor of performance and that those who make employee
decisions based on age can be looked at as default decision makers who do not ascribe to any coherent form of truth. Hedge and Borman (2012) say that employee performance tends to go slow as the employee grow older. Hedge and Borman (2009) also argued that employers can as well benefit from the aging workforce by taking care of their needs that are related to aging and capitalizing on their strengths such as experience and innovation the issue of age therefore calls for much attention as far as performance of employees is concerned. Burlacu (2012) points out that due to the rapidly changing work environment, employers within developing nations are experiencing growing diversities in the age structure of their employees, hence diversity in performance.

2.4.2 Influence of Education on Employee Performance

The current times are seeing education take the central stage in employment. Most employers insist on certain minimum educational qualifications before considering one for a particular job. The recent high rates of unemployment in many countries are seeing graduates into accepting jobs that they are either under-qualified or overqualified for (Silva, 2009). According to Easterlin (2007) the skills gained through education are a mark of performance level that an employee can exhibit. However, different fields of specialization are needed in order to meet the labor needs within the universities.

Cushway (2003) observes that in modern times, individuals may be used productively in a flexible manner disregarding their original qualifications when they were being employed. This may not be reflected within the job descriptions. In line with this is the fact that organizations are majorly interested in talents, or what can be positively established as possible contributions to organizations if hired, more than the academic qualifications that the workforce has. Griffin and Moore (2011) argued there is a twofold implication to this especially when performance is concerned. Firstly, non-specialized workers might make more errors that can reflect in their work as poor performance standards due to the lack of the basic conceptual background of what they are doing their productivity level can also be low by virtue of this. Secondly, the level of motivation can be low especially to those who are forced to work in departments that they are less willing to work in but have been forced by circumstances to do so (Griffin, 2011). This can result in low motivation and poor performance. Little research has been done on the same as evidenced by lack of dedicated literature and any research findings concerning the effect of educational qualification and role requirement mismatches in relation to performance within the universities. This study therefore aims at sealing this gap.

2.4.3 Influence of Gender on Employee Performance

The gender of an individual affects his or her performance and as such the human resource management should have the same in consideration when assigning duties and when looking at employee performance. According to Jackson, (2009) there are many stereotypes...
in existence concerning the differences in abilities between men and women in many organizations. They therefore point out the possibility of having stereotypically driven performance results at the time of appraisal.

Andoh, Biako and Afranie (2011) point out importance of recognizing the fact that there are only a few, gender related differences that will affect the performance of men and women. It is observed that while women are good in obeying rules and following instructions, men on the other hand are more aggressive and aim at seeing the results quickly. The differences are however minor and might not be universally adopted as an explanation as to why men and women attain different performance standards (Murray, 2002). Further Murray (2002) added that there are a number of possible explanations to this. Firstly, women are granted a longer maternity leave compared to their male counterparts who just get a few days and sometimes denied depending on the policies of the organizations they are working for. From a cultural context, women are more responsible to immediate family matters such as looking after children more than their male counterparts. Andoh, Biako and Afranie (2011) argued that the current times are also seeing women as either primary or secondary breadwinners add up to their tasks immeasurably. This can have a count on their performance at the end of the day. Despite the fact that people all over are fighting for an alleviation of the position of women, this has not yet been achieved and therefore women are still being denied leadership positions which are full of challenges that can be used to measure their ability to outperform men. Giddens (2010) on the other hand observes the gender issue from physiological perspective. He notes that much as there are fights for equality, the physical differences that exist between men and women can have a direct reflection in their performance.

2.4.4 Influence of Tenure at the Organization on Employee Performance

The number of years that one has spent within an organization can have an impact of whether they will perform better or not. In addition to gaining work experience, many years of work within an organization indicate that the employer and employee relationship is sustainable in as far as achieving the goals of the organization is concerned (Yeatts and Hyten, 1998). According to Yeatts and Hyten (1998) tenure is descriptive of the direct employer-employee interface, a background which may affect the way an employee performs. It is observed that employees who stay long in an organization point out that they are satisfied with the job and their stay in the organization while those who exit are dissatisfied and are hopeful of getting better places that can satisfy their employment needs.

2.4.5 Influence of Marital Status on Employee Performance

The condition of being married or unmarried is called the marital status of male/female. Marital status has emerged as a reliable predictor of organizational commitment. Married people are more loyal to their organization than unmarried. Married people have more family obligations and require more stability and security regarding their jobs. Therefore, they are
expected to be more committed to their current organization, they are working in, then their unmarried counterparts. In the light of the findings and their details, it was concluded that marital status is positively associated to the organizational commitment (Ishfaq et al, 2010). Related to his/her domestic responsibilities, an individual invests in his/her organization to a higher level in every respect e.g. potential skills, time, overtime etc. He/she definitely shows more loyalty towards their job and the concerned organization as far as the job offers from other organizations are concerned. The level of expectations on the part of both the employee and the employer will go higher in result. In short the marital status plays a vital role in developing organizational commitment and hence employee performance (Saifuddin & Nawaz, 2012).

Becker (1981) showed that marriage is economically beneficial because it makes greater specialization possible. He suggests that married workers are able to specialize in labor market activities while their spouses specialize in household production. According to Crawly (2005) married employees have higher intention to perform due to family commitment than unmarried employees.

2.5 Conceptual Framework

According to Seraken (2003) a conceptual framework is a logical developed described and elaborated network of interrelationship among variables deemed to be integral part of the dynamics of the situation being investigated. In order to improve the Kenyatta university academic employee performance the below key factors which include age, education level, marital status, tenure at organization and gender must be taken into consideration and their effect on employee performance be identified and be put in practice. Framework shows the independent variable and the dependent variables. The in variables in this study are age, education level, marital status, tenure at organization and gender. These variables and their relationship are as indicated in the figure below.
3. Research Methodology

3.1 Introduction

This chapter presents the research methodology that will be used to collect, analyze and present data in order to facilitate this study. It includes the research design, population of the study, data collection, data analysis and sampling.

3.2 Research Design

The study will use descriptive survey design. Patricia et al (2013) deems a descriptive study as fit because it gives a clear explanation of the characteristics of the population or situation being studied. In this study the focus will be to determine influence of demographic characteristics influence on Kenyatta university academic staff performance. A descriptive survey allows the researcher to describe behavior as it occurs in the environment. This will be done through asking a series of specific self-reported questions which allows for an anonymous peek inside the thought processes of large numbers of people simultaneously thus creating an opportunity to describe what is not outwardly observable. Descriptive survey is best be used to understanding and knowledge about the behavior and thought processes of people.
3.3 Population

Mugenda and Mugenda (2003) explain that a target population should have some observation characteristics to which the researcher intends to generalize the result of study. The Kenyatta University has approximately 2400 Employees. The total population of the study to be approximately 1031 academic employee. The categories of the employee are academic staff (Full Professor, Associate Professor, Senior lecturer, lecturer and Tutorial fellows).

3.4 Sampling

The study will be conducted at Kenyatta University campuses across the country. Research will be applied proportional stratified sampling to select the respondent in each category. According to Hunt et al (2001) when the sub population within the overall population varies, then it is advantageous to sample each sub population (stratum) independently. Mugenda and Mugenda (2003) propose that a size of 30 to 500 is appropriate for most academic researches. Stratified sampling technique will be used to select the sample. The technique produced estimates of overall population parameters with greater precision. The population will be stratified into following Strata: Professor, Associate professor, Senior lecturer, lecturer. Tutorial fellows. Random sampling will be then used to select 54 respondents from the institute.

<table>
<thead>
<tr>
<th>Staff Category</th>
<th>Staff population</th>
<th>Sampling (5%)</th>
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<tbody>
<tr>
<td>Professor</td>
<td>29</td>
<td>2</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>53</td>
<td>3</td>
</tr>
<tr>
<td>Senior lecturer</td>
<td>167</td>
<td>9</td>
</tr>
<tr>
<td>Lecturer</td>
<td>555</td>
<td>28</td>
</tr>
<tr>
<td>Tutorial Fellows</td>
<td>227</td>
<td>12</td>
</tr>
</tbody>
</table>

The sample size of 5% is large enough to detect a clinically important difference in the primary outcomes with desired probability. This was due to the fact that the respondents will be in the same location and could be deemed to be heterogeneous in the respective strata.

3.5 Data Collection

The study use primary data. Primary data will be obtained through a semi-structured questionnaire. According to Jupp and Sapsford (2006) a self–administered questionnaire is the only way to elicit self-reports on people’s opinions attitudes, beliefs and values. The questionnaire will be administered to the selected employee and will consist of two parts: Part one will be concerned about the bio data and the main part which covered the demographic characteristic information about the selected employee. Part two: will be dealing with
employee performance. The questionnaire was administered through drop and pick later method.

3.5 Data Analysis

The data collected will be analyzed by use of descriptive statistics techniques since the nature of the data will be quantitative. Descriptive statistics is the discipline of quantitatively describing the main feature of a collection of information (Trochim et al, 2006). Descriptive statistics such as mean, standard deviation and frequency distribution will be used to analyze the data. Data presentation will be done by the use of charts, graphs, percentages and frequency tables. Inferential statistics will be used in drawing conclusion. Data in section one of the questionnaire will be analyzed using frequency distributions and percentages to determine the profile of respondents. Data in section two questionnaire will be analyzed using mean scores and standard deviations. Pearson's product moment correlation statistic will be used to establish the significance of the correlation between demographic characteristics and employee performance at Kenyatta University. Data from the completed questionnaires will be summarized, coded and tabulated.

References


