

**INFLUENCE OF INSTITUTIONAL PROGRAMMES ON JOB PERFORMANCE
IN KENYA: A CASE OF CIVIL REGISTRAR DEPARTMENT IN KAKAMEGA
COUNTY**

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DECLARATION

I, the undersigned, declare that this project is my original work and that it has not been presented in any other university or institution for academic credit.

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L50/84730/2016

This report has been submitted for examination with my approval as university supervisor.

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DEDICATION

This paper is dedicated to my parents Mr. and Mrs. Righa for their words of wisdom, encouragement and support in all my undertakings throughout my life. In the same way you inspire me and support me, this milestone, masters in the discipline of arts in project planning and management is as a result of your confidence in me to achieve greater heights in life.

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ACRONYMS AND ABBREVIATIONS

HICD	Human and institutional capacity development
HRM	Human resource management
WHO	World Health Organization

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ABSTRACT

The purpose of this study was to know the influence of institutional programmes on job performance in Kenya: A case of civil registrar department in Kakamega County. Objectives of this study included; to determine how training influences job performance in civil registrar department in Kakamega County, to establish how economic resource influence job performance in civil registrar department in Kakamega County, to evaluate the extent to which organizational culture influences job performance in civil registrar department in Kakamega County and to access the extent to which work environment influences job performance in civil registrar department in Kakamega County.

The study used descriptive survey design to explore the factors. The study used all the five civil registrar offices in Kakamega County. Data was collected through the use of questionnaires' which had open and close ended questions from a sample of 220 respondents across the five centers. Data was analyzed qualitatively and quantitatively using computer package for social sciences (SPSS). The results were presented in form of frequency percentages. The study found out that training plays a key role in improvement of job performance with workshops having a more influence on job performance than indoors and seminars. The study also found out that economic resources are paramount for job performance but it should be availed to all centers and the budgetary allocation should be need based. The study also found out that organizational culture is the backbone of continuity in any organization for a positive job performance. The study found out that work environment plays an important role in terms of creating an enabling environment for job performance to be at its peak

The recommendations made was that a skills gap analysis should be undertaken before training is conducted, budgeting should be done top down and all materials fairly distributed across staff, work habits and norms should be understood by all,

a work environment survey should also be conducted to identify both the hygienic as well as environmental factors.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Institutional programmes involve skill upgrading, procedural improvements and organizational strengthening. Institutional capacity programs occurs by acquiring resources such as human, financial, networks ,knowledge, systems and even culture and integrating them in a way that leads to change in an individual's behavior and ultimately to more effective and efficient operations of institutions and organizations. It can be classified into tangibles and non-tangibles. The tangibles include physical assets such as infrastructure, machinery, natural resources, health of the population, education, organization structure and systems, legal frameworks and policies. The tangibles can be referred to as hard capabilities.

The intangibles on the other hand have to do with social skills, experience, creativity, social cohesion, social capital, values, motivation, habits, traditions, institutional culture among others hence they can be referred to as soft capabilities. In Institutional capacity programmes the intangibles are as important as the tangibles because they determine how well a given society can either over or underperform in their jobs. They are what allow them to realize their human and social potential to the highest possible level. Hence to achieve a proper balance on Institutional capacity programmes then a balance is required between the tangibles and intangibles.

In the United States of America, Georgia state, the United States Agency for International Development(USAID) launched the comprehensive Human and institutional Capacity Development(HICD) PLUS project to improve the performance of Georgian institutions. Here HICD PLUS didn't replace the existing technical assistance activities. On the contrary it complemented existing technical knowledge with organizational development expertise and provided advisory services in skills enhancement and systemic improvements through provision of training, organization and management services. The projects intended result was a demonstrable evidence based improvement of the

institutional capacity of select partner institutions leading to an increased level of efficient, effective and sustainable job performance in the institutions.

A study was conducted on the three countries, namely Lao PDR, Papua New Guinea and Philippines through the support of the Asian Development Bank project. The study aimed at explaining the influence of institutional capacity on job performance. The conclusion was that a long-term involvement with the stakeholders, with support and follow-up over a period of five years or more is required to maintain momentum and stakeholders' interest. It also showed that the project interventions have been hampered by bureaucratic structures, corruption and misappropriations. Other factors having negatively affected the project are lack of credit facilities for equipment and materials, inadequate funding for the road sector, and low salaries. *Asian Development Bank (2002). "Technical Assistance Performance Audit Report on Road Sector Management in Lao PDR, Papua New Guinea and Philippines", TPA: REG 2002-19*

Botswana and Norway have had a development cooperation program in the road sector since the early 70s and the influence of institutional capacity has always been linked to job performance in their project partnerships. The factors which were identified as being important to the success of this cooperation program were the demand-driven development assistance, careful start of the development assistance adapted to the local situation, development of appropriate technology and work methods, focus on technology transfer and human resource development; and the 30 year old long-term cooperation. The low salary levels within the public sector represent however a major problem. There are problems in recruiting and retaining local engineers hence the poor performance in the road sector. *Norwegian Agency for Development Cooperation "The experiences gained from 30 years of development cooperation in Botswana"*

In Uganda, leadership and management weaknesses in the health sector were at the basis of the ICB project aimed at improving health sector performance. The goal was to initiate improved practices in district health services in Ruwenzori and West Nile regions. Extensive technical and financial support was given to the Directorate of Planning and Development in the Ministry of Health with the development of new policies and strategy papers. Health services in the two regions received medical equipment and transportation

means such as ambulances, utility vehicles and motorcycles. Direct funding to the District Health Offices provided support in a performance based modality. The above led to improvement in job performance in the health sector in Uganda.

In Kenya, a study was done on factors perceived to influence employees' performance a case was on Kenyan state law offices and it was concluded that management efforts and extra input is needed in enhancing performance. Other employees were not satisfied with the training and development programs that were offered in the organization and the way promotions were awarded in the organization. Better working conditions and resources were found to play a critical role in job satisfaction leading to improved performance. However most of the employees were quite motivated because they had a clear definition in their roles.

In Kakamega, a study was done in Kakamega County General Hospital on what upscale employee performance and it was concluded that employee empowerment is vital in every organization and thus should be nurtured to enhance entrepreneur behavior in employees and hence increase productivity and job excellence. Free flow of information and feedback from its employees is vital and should be encouraged so as to capture areas of shortfall and address issues as they rise as it will help in reducing resistance should new procedures be implemented hence high job performance.

As more and more organizations cross international boundaries to conduct businesses, the influence of institutional capacity on job performance has always been met with conflicting facts. Hence conclusions in one country may not be the same in another. Most of the studies done before also focused on how generally job performance can be improved without narrowing the study down to specific objectives I aim to establish the influence of institutional programmes on job performance with respect to the civil registrar department in Kakamega County so as to prevent government institutions in Kenya from becoming "white elephants"

1.2 Statement of the problem

Institutional programmes are vital in all organizations. It is important to build institutional capacity because it helps organizations achieve their performance results. Institutional capacities have effect on relative competitiveness and economic performance, at both the aggregate level of the national economy or industrial sector, and at the level of individual enterprises.

However most organizations continue to underperform as per research conducted by WHO 2013 report that shows that only 57% births and 49% deaths were been registered. The research further show that government institutions have always had a difficult time in achieving their targets leading to complains on how the workers aren't efficient and effective in service delivery. Also worth noted is that employees of government institutions have mostly been resistant to change hence they can't keep up with the new technological advancements, therefore workforce isn't empowered. Most of the buildings may be old probably contributing to poor environment. The research also indicate that upward mobility could also be contributing to the current status of the work environment as promotion is an uphill task and employees could be making many trips to and fro when seeking promotion, yet there is a scheme of service. Hence too much time is wasted in travel. If this trend continues like this there could be more delay in service provision, which could finally render the entire government service ineffective. Therefore there is need to investigate factors that influence institutional capacity. This study will investigate factors that influence institutional capacity putting into consideration the following dimension, training, economic resource, organizational culture and work environment and how they influence job performance in Kenya.

This research is going to answer questions on the influence of institutional capacity on job performance in government institutions so as help in achieving their targets because they are essential amenities used by the public. It is meant to shed light on what needs to be changed in the public institutions with subject to the civil registration offices been used as a case study.

1.3 Purpose of the study

The purpose of the study was to investigate the influence of institutional programmes on job performance in Kenya, A case of civil registrar department in Kakamega County.

1.4 Objectives of the study

- i. To determine how training influences job performance in Civil Registrar department in Kakamega County.
- ii. To establish how economic resource influence job performance in Civil Registrar department in Kakamega County.
- iii. To evaluate the extent to which organizational culture influences job performance in Civil Registrar department in Kakamega County.
- iv. To assess the extent to which work environment influences job performance in Civil Registrar department in Kakamega County.

1.5 Research questions

- i. How does training influence job performance in Civil Registrar department in Kakamega County?
- ii. How do economic resources influence job performance in Civil Registrar department in Kakamega County?
- iii. To what extent does organizational culture influence job performance in Civil Registrar department in Kakamega County?
- iv. To what extent does work environment influence job performance in Civil Registrar department in Kakamega County?

1.6 Significance of the study

The study will be of immense benefit to the government of Kenya, citizens, institutions and the employees of civil registration offices. The government of Kenya will benefit especially when they are to enact policies concerning various departments in the country. Administrators and policy makers will be helped through this study to be able to know how and in what dimension in institutional capacity can be used to achieve maximum job performance of staff. The findings of this study will assist in the development of effective managerial strategies and policies that can help in improving the administration and

realization of the civil registration department goals. Students and academicians in policy making and project planning and management will also get closure on how the concept of institutional programmes and job performance are valued and understood and the need to pay attention to institutional programmes as a whole.

This research will expose the practical issues of the subject. It will enable one to match theory and in this way one will better understand more on what needs to be done for job performance to upscale in working environments. Furthermore, the study will bring to light the different forms in which institutional programmes can bring out the best in employees with regards to job performance in different institutions. Also the findings will enable the civil registrar department to identify how and what influence an institutional programme has and how it can be used in the improvement of management concerning employee's needs, issues of welfare and motivation of employees and how to enhance their performance for better and deliverance of good services.

1.7 Basic assumption of the study

The questions in this study were answered in an honest and candid manner by the respondents because confidentiality was highly upheld during data collection. The office where the researcher conducted the study was operational thereby making respondents for the research available. This study had a sample that was a representation of the larger population because the inclusion criterion is observed and a pilot study was conducted.

1.8 Limitation of the study

Time was a key limitation to this study because data was aimed to be collected within the last quarter of the financial year which is usually the busiest, because activities are usually been wrapped up. The employees were also too mobile because they were working on fulfilling their targets for the year. So as to counter that, the researcher had booked appointments beforehand so as to avoid any inconveniences in their schedules. Weather was a limitation in this study because it was conducted during the long rains season. To counter this, the researcher had research assistants to help. Data collection was also spread so movement was mandatory. To counter this, the researcher used four wheel vehicles that can move with ease in harsh conditions when collecting data.

The respondents may express laxity in responding to this study because government employees are usually assured of job security and hence change to them isn't a priority most of them feel that as long as they are getting paid at the end of the month then nothing else matters. To counter this, the researcher aims at explaining and making them understand that things may be good as they see it but it may get better when accurate data is collected as it may help the policy makers and administrators to incorporate the findings for the future employees if not them.

1.9 Delimitation of the study

It was appropriate if the study could cover all the civil registrar departments across Kenya as a whole but due to time and financial constraints, the study was carried out in the five civil registrar offices in Kakamega County. The respondents were the civil registrar officers, administrative assistants, registrars, clerical officers, drivers, chiefs and assistant chiefs. The main beneficiaries are the residents of Kakamega County. Quantitative research data was collected using survey questionnaires and interview schedules from a sample of employees there who the researcher had identified through a pilot study because of their easy access in respect to the job title in the offices. The study examined the influence of institutional programmes on job performance and suggested ways of how institutional programmes and job performance in civil registrar offices can be improved.

1.10 Definition of significant terms used in study

Institutional programmes: It involves skill upgrading, procedural improvements and organizational strengthening. Institutional capacity occurs by acquiring resources such as human, financial, networks, knowledge, systems and even culture and integrating them in a way that leads to change in an individual's behavior and ultimately to more effective and efficient operations of institutions and organizations.

Job performance: In this study, job performance can be defined in terms of whether employees' behaviors contribute to organizational goals. Performance can be seen as an individual, group or organizational task performance.

Training: It is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively.

Economic resources: It is often classified into human, natural and capital resources. In this study it will focus on the budgetary allocation, funding and material availability.

Organizational culture: This is the values, norms and beliefs of the organization.

Work environment: Entails work procedures, the physical design of workplace, protective and healthy equipment and flexible work schedule.

1.11 Organization of the study

This study includes five chapters. Chapter one includes the background of the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, basic assumption of the study, limitation of the study, delimitation of the study, definition of significance terms used in study and the organization of the study. Chapter two comprises of literature review based on objectives, theoretical framework, summary of literature and research gap and finally the conceptual framework. Chapter three includes research methodology whose contents are research design, population of the study, sampling design, sample size, data collection and finally data analysis and presentation. Chapter four details the data analysis, results and discussions. Chapter five includes summary of findings, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will focus on the themes as per the researcher's objectives. The objectives captured training, economic resources, organizational culture and work environment. This chapter will aim at showing how they relate with job performance.

2.2 Concept of institutional programmes

To perform government functions individual government officials must be organized into coherent groups, that is institutions. Institutions are effective instruments for social change and development therefore institutional capacity building is a major effort for promoting consistent accelerated economic, social and political progress(United Nations 1982:3) .International development donor and agencies including the World Bank have regarded the development of institutional capacity as an important development strategy since the 1950s (Israel 1987:1). Goldsmith (1993:195) portrayed institutions as imperative for socio economic development whereas Ademolekun (1990:5) and McGill (1996:3) identified institutional weaknesses as a roadblock to development in many developing countries. It is observed that institutions are central to sustainable and economic growth because it is the institutions that create policies, mobilize and manage resources and deliver services which stimulate and sustain development. Therefore it is unlikely that any country will be able to sustain and maintain growth and prosperity if the institutions which guide them are dysfunctional (Salmon 1992:11).

2.2.1 Job Performance

Job performance can be explained in terms of what the employees contribute to achieve the overall organizational goals (Daniel et al, 2009). Performance can be seen as an individual, group, or organizational task performance. Organizations have a vital need to understand how to improve employee's performance, and therefore they try to find an explanation as to why employees fail to perform (Muchinsky, 1993). Employee

performance can be defined as an employee ability to accomplish tasks assigned to him or her in an organizational context (Arverty & Murphy, 1998)

2.3 Training and job performance

Training in an organization can be mainly of two types; Internal and External training sessions. Organized in-house training facilitated by an internal staff or any other staff within the organization is referred to as internal training. On the other hand, External training involves contracting a third party company with specialties related to the training gaps identified. Irrespective of the training method applied, up skilling of all staff is important for staff for greater challenges (DeCenzo 1998). While the applications of training and development are as various as the functions and skills required by an organization, several common training applications can be distinguished, including technical training, sales training, clerical training, computer training, communications training, organizational development, career development, supervisory development and management development.

(Mondy, R.W. et al 1990). Adeniyi, (1995) have in their review concluded that constant training and development of staff leads to high performance. Provision of the appropriate employee training after conducting a training needs assessment, pays big dividends in terms of increased productivity, improved efficiency, loyalty increase and general growth of the company. Competitive advantage over competition is attained through employee training. This in turn leads sustainable performance by the organization compared to its peers and competitors in the industry. The resultant conclusion is a varying degree of difference between an organization that trains employees frequently and that one which does not prioritize training of employees. The result of the available literatures on training points at visible and positive effects of training and development in relation to employee productivity and performance at work.

Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2003; Harrison 2000) while others have extended to a general outlook of organizational performance (Guest 1997; Swart et al. 2005). In one way or another, the two are related in the sense that employee

performance is a function of organizational performance since employee performance influences general organizational performance.

Wright & Geroy (2001) contend that competencies of each employee can be affected by the training programs that they are allowed to participate in. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Previous research has demonstrated interesting results relating to this relationship. Most researchers contend that consistent and sustained training aimed at up skilling employees leads to very high satisfaction rates as well as significant improvement in productivity. Sustained and consistent training has the unique advantage of driving employee productivity through increasing employee knowledge, uplifting core competencies and positively impacting behaviour (Appiah 2010; Harrison 2000; Guest 1997).

Moreover, other studies for example one by Swart et al. (2005) elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance. According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. He further elaborates the concept by stating that training facilitates organization to recognize that its workers are not performing well and thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so, so that employees possess a certain amount of knowledge related to different jobs. One important thing that organizations need to take note of is the need to maintain a continuous training programme that is backed with a continuous skills assessment review preferably on an annual basis to address the ever changing work environment. It is evident that focus on employee training based on needs analysis review leads to improvement in core competencies (Wright & Geroy, 2001). Employee knowledge and skills are enhanced which leads to change in attitude, approach to work and efficiency in performing tasks which leads to sustainable and improved organizational performance. Through training the employee competencies are developed and enable them to implement the job related

work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities (Pigors & Myers 1989). Myles (2000), states that a company that seeks to train and develop its employees well and reward them for their performance has its employees in turn motivated and thus are more likely to be engaged in their work hence improving performance and loyalty to their company. These same employees, being the point of contact with customers will provide better service, leading to more business and more referrals from the satisfied customers. The increase in sales through referrals and repeat businesses will translate into an increase in business profits thus improving shareholders' investment. The shareholders are therefore benefiting from increased returns on their investment in the business.

In addition, good financial performance also attracts new shareholders to the business. Suppliers will be eager to do business with the company due to its financial strength and its positive reputation. The company is therefore able to negotiate friendly purchase terms with suppliers. This example illustrates the virtuous circle as described by Lisk (1996) where there is a reciprocal relationship between training & development and performance. Learner (1986), to further illustrate this reciprocal relationship, conducted an eleven year study and found that organizations with cultures that emphasized training and development and ethical values in every area with regards to employees, customers and stakeholders, as well as leadership from managers, outperformed companies that did not have this cultural characteristics by a huge margin.

Seligman (1978) posited that for increased job satisfaction and productivity it was imminent that the company beliefs and values were known, clarified and shared by all staff. According to Noe (2001), organizations that embrace training and development practices are able to retain customers, suppliers, employees, stakeholders and shareholders in the long-run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. This translates into better financial performance of the business. Training is one element many corporations consider when

looking to advance people and offer promotions. Although many employees recognize the high value those in management place on training and development, some employees are still reluctant to be trained. Training and development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others experiences therefore it is not uncommon to hear excuses regarding why someone has not received training. (Choo, 2007)

2.4 Economic resources and job performance

Many organizations strive to link performance with pay as these results in improved productivity. Workers on the other hand will strive to work harder and faster when they are aware that their pay will be linked to performance. This in turn leads to better efficiencies and better results for the company in a broader perspective (Lazear, 1986). Selected case studies of various firms depict a correlation between piece rate payments and overall productivity impact. As in the case of window screen fitters which experienced a productivity increase of 44 per cent when the company Safelite switched to piece rate payments, with worker sorting accounting for half the increase (Lazear, 2000).

Another case in point which exhibited similar results was the experimental design for tree planters (Shearer, 2004). Bandiera et al. (2005) show productivity of fruit pickers rises dramatically with a shift from individual incentive pay based on relative performance. In a companion paper Bandiera et al.(2007) emphasize the role managerial performance bonuses can play in improving worker productivity, an effect that comes via managers focusing their efforts on the most able workers and in recruiting and retaining better workers. Two papers estimate the effects of a move from piece rate to salaries. Fernie and Metcalf (1999) found that horse jockeys who switched to a salary-like retainer performed more poorly than jockeys who continued to be paid a piece rate, although their comparison is based on a small sample size. Similarly, Freeman and Kleiner (2005) show labour productivity in a shoe manufacturer fell following a shift from piece rate to time rates.

Opu Stella (2008) did a research focusing on motivation measures and improving workers performance in Kitgum district in Uganda. She found that, workers were not performing well in Kitgum district because salaries and allowances at the district were

very inadequate and not able to meet people's basic needs. As Prendergast notes (1999: 10), where a worker is paid a fixed salary in a given period "despite the fact that there is no immediate relation between pay and performance, he is likely to have incentives to exert effort because good performance will improve future contracts. Such reputational concerns imply that effort exertion can occur without explicit pay-for-performance contracts." In long-term salary contracts, the benefits of good performance may come in the form of deferred payments or benefits, such as pensions. In shorter fixed-term salary contracts, the rewards to good performance may come in the form of contract renewal. Salaries also smooth income fluctuations for workers, offering income security which may be absent among those on shorter-term performance-oriented contracts. These incentives may be particularly powerful if salaried job slots are rationed, creating a tournament among competing workers for those salaried contracts. In such cases, one may anticipate more able workers competing for the salaried contracts.

Chew (1997) made emphasis that if civil servants were well paid in relation to the cost of living, performance would be good because they could concentrate on their work. Being paid reasonably, employees would be happy and would perform to the required standard without being constantly concerned with finding the money to support their standard of living. However, in many developing countries, where their pay is very low in relation to the cost of living, public servants productivity and quality of performance are disappointing. As indicated by Klitgaard (1997) countries with lower civil service wages have significantly and importantly worse performance. If pay is too low to support a reasonable life style, then civil servants would lack the motivation to perform well in their jobs and this situation could be exacerbated by low levels of skills and knowledge and lack of organizational support.

Nunberg and Nellis (1995) wrote that in many developing countries, low pay had actually demotivated public servants in performing their work. However, it is not necessarily the case that high pay has been a good motivator for job performance. One of the main effects of alleged demotivation because of low level of pay in the public sector has been inadequate public services for citizens. Low pay, according to McCourt (2003), produces adverse consequences, particularly corruption, as public servants look for other sources

of income to support them and their families. It affects public servants commitment to their jobs as they divert from primary duties to other jobs (McCourt, 2003). Thus, in many developing countries, civil servants adopt the view that “you pretend to pay us, and we pretend to work” (McCourt, 2003)

Babagana&Dungus (2015) examined the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state. Questionnaire was served to 45 respondents who are academic staff of the polytechnic from the five schools within the polytechnic (school of environmental studies, school of engineering and applied science, school of agricultural science and technology, school of management studies, and school of vocational and technical education). The data was analyzed using Pearson’s Product Moment correlation and regression analysis using Microsoft excel. The findings showed strong positive relationship between staff remuneration (fringe benefits and staff nature of working conditions) and performance of Ramat Polytechnic Maiduguri students.

Another case in point related to the ElectriCo Sri Lanka case where 100 employees were selected and a questionnaire administered which the results revealed a positive correlation between extrinsic rewards and employee performance. This research was trying to measure the impact of extrinsic rewards and intrinsic rewards on performance (Edirisooriya, 2014).

Hameed, Ramzan, Zubair, Ali &Arslan.(2014) examined the impact of compensation on employee performance (empirical evidence from banking sector of Pakistan). A questionnaire was designed to solicit response from the respondents on factors related to compensation like indirect compensation, wages, salaries and employees performance. Approximately 45 banks were included to collect data. 200 questionnaires were distributed among the full time working employees of banks and they were selected randomly. The findings suggest that Compensation has positive impact on employee performance. Sajuyigbe, Olaoye&Adeyemi (2013) examined the impact of reward on employees’ performance in selected manufacturing companies in Ibadan, Oyo State, Nigeria.

2.5 Organizational culture and job performance

Organizational culture has been identified as one of the essential factors that affect the efficiency and productivity of a firm (Alas, Kraus and Niglas 2009). Scholz (1987) emphasizes that, in the corporate world today, no organization will go on with its mission and last in the world of competition without maintaining a strong advantageous culture. If strategy defines where a company wants to go, culture determines how it gets there. (Case 1996) Culture, therefore, becomes the determinant of organizational performance. Ndwiga (2012) affirms this fact, noting that if the culture of an organization is weak, it does not matter how great the strategy is, the execution will be adversely affected.

Shakil (2012) studied the impact of organizational culture on management practices in Pakistan with the aim of expanding understanding and testing the relationship between the components of organizational culture and performance. Using regression and correlation analysis, the study found out that consistency and adaptability were some of the cultural attributes which significantly influenced management practices. Lorraine, Dorai and Zubair (2011) investigated the influence of organizational culture on performance management in insurance industry. The study focused on five variables namely adaptive perspective, communal, network, mercenary and fragmented culture. The study established a link between organizational cultures and management practices. However, the study reported that different types of organizational cultures had varied acceptance levels of performance management.

In Nigeria, Aluko (2004) sought to establish how culture influenced organizational performance in textile companies. The study also attempted to determine the nature of the relationship, the determinants of performance and the ways in which culture interacted with other factors within the companies. Using both qualitative and quantitative methodologies, the study found out that irrespective of their cultural backgrounds, workers appeared to have imbibed the industrial way of life. The study further indicated a strong association between the cultural variables and level of commitment, staff attrition, and positive attitude towards work. But these cultural variables did not translate directly to improved organizational performance. In another study, Mba, Okechukwu and Agwu (2013) investigated the effect of organizational culture on employees' performance in the

National Agency for Food and Drugs Administration and Control in Nigeria, and reported that there was a significant relationship between organizational culture and increased employees' commitment and productivity.

In Mogadishu-Somalia, Abdulkadir, Takow, Abdifitah and Osman (2014) studied the effect of organizational culture on organizational performance at Telecommunication Firms. Using correlation coefficient, the study found that academic achievement had significant positive influence on competitive culture, entrepreneurial culture and consensual culture. In another study by Fakhar, Iqbal and Gulzar (2014) on the impact of organizational culture on employees' job performance in Software Houses in Pakistan, customer service, risk-taking and communication system, participation, reward system and innovation were found to have a positively significant impact on organizational job performance.

In Kenya, Njugi and Agusioma (2014) studied the effect of organization culture on organizational performance in non-financial institutions with a specific focus on World Vision Kenya. Using a linear regression analysis to find out how organizational culture correlated with organizational performance, the study established that organizational culture significantly influenced performance by enhancing organizational philosophy, work atmosphere, performance targets and organizations stability. Wairimu (2013) investigated the effect of organizational culture on organizational performance based on a case study of Wartsila-Kipevu II Power Plant in Kenya. The study concluded that organizational ideals had a more significant influence on organizational job performance, than the organization organizational performance as was hypothesized. Although the study established an overly positive relationship between organization culture and organizational performance, the effect differed in terms of work procedures and systems having a significant impact on employees' performance. In a study by Muya, Ng'ang'a, Wesonga and Nyongesa (2011) on the impact of organizational culture on performance in learning institutions reported that every organization had a culture which influenced people's attitudes and behavior at work.

According to Case (1996), powerful cultures have powerful effects on how a company's people work together. A successful corporate culture, however, adds Case (1996), is not

some kind of black magic; it derives its power not just from abstractions, but from specific practices that employees understand as symbolizing and representing the culture. A strong organizational culture pays off as it relates to the specific competitive demands of today's marketplace, hence enable companies to outstrip their competitors. To relate this employee job performance here, we can give an example of a graphic design studio, which usually has its employees working under very high pressure and tight deadlines. If an organization like this insists on teamwork and meeting deadlines with clients, employees will create a culture of going out of their way to satisfy the clients, hence high performance, and by extension more profits.

Ojo (2009) says that strong corporate culture potentially increases a company's success noting that a company's success depends on high employee performance by serving three important functions. First, it serves as a tool of management control. Organizational culture, he says, is a deeply embedded form of social control that influences employee decision and behavior. It influences how workers relate with each other and how decisions are made in the organization (Ojo 2009). Providing a powerful mechanism for controlling behavior, organizational culture also manipulates how employees attach meaning to their world and how they interpret events. Secondly, organizational culture acts as the social glue that bonds people together and makes them feel part of the organizational experience (Ojo, 2009). Employees are motivated to internalize the organization's dominant culture because this helps fulfill their need for social identity, hence high performance. This social glue, says Ojo (2009), is increasingly important as a way of attracting new staff and retaining top performers.

Thirdly, organizational culture assists in the sense-making process. It helps employees understand what goes on and why things happen in the organization. This makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it. (Ojo, 2009) In contrast, emphasizes Ojo (2009), companies have weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organization. Gordon (2008) asserts that in any type of organization, a poor culture can lead to staff disengagement and customer dissatisfaction and that can significantly affect the job performance of an organization.

Organizations known for strong culture sustain it, as each successive generation of leaders and followers embraces and passes it on to the next, through mechanisms such as stories, artifacts, rituals, slogans, symbols and special ceremonies, as cited above. These mechanisms reproduce as well as reinforce the accepted culture (Dacin, Munir and Tracey 2010). According to Winess and Hamilton (2009), strong cultures make up the cultural DNA that gives organizations and individuals their identities. An example of this would be Sam Walton's conception of Wal-Mart's culture from its early years. The essence of Wal-Mart's culture is a commitment to customer satisfaction, zealous pursuit of low costs, and strong work ethic.

2.6 Work environment and job performance

Ismail et al. (2010) concluded that the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical workplace environment factors also include lighting (both artificial and natural), noise, furniture and spatial layouts in workplaces (Vischer, 2007). The physical workplace environment includes comfort level, ventilation and heating, lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees' experience and necessitate better performance. Nchorbune Dominic Abonam (2011) conducted a research on the Roles of Motivation on employee performance in university for development Studies-WA Campus. He found that hostile environment within the university were not promoting efficient work. Since workers were found to be poorly motivated, this resulted into poor attitude towards work, lateness to work, absenteeism and indiscipline hence poor job performance.

The comfort level and temperature also substantially influence health of employees. Niemela et al. (2002) found out that there is decrement in work performance when temperatures are high, and low temperature has relation to performance of manual tasks. Office design encourages employees to work in a certain way by the way their work stations are built. Spatial layouts contribute a lot towards how the employees perform

their tasks (Al- Anzi, 2009). Closed office floor plan, which may consist of each employee having a separate office of their own or a few people in each office, allows employees a greater amount of privacy than open plan office layout. According to McCoy and Evans (2005) the elements of physical work environment need to be proper so that the employees would not be stressed while doing their job. Physical elements play an important role in developing the network and relationships at work. All in all, the physical work environment should support the desired performance. Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out their jobs. It should be conducive enough to enable performance of tasks by employees.

In his study, Tamessek (2009) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. He also analyzed the impact of perception of workplace environments on employee commitment and turnover in the organization, he concluded that if the employees are provided with enabling workplace environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate.

A research by Roelofsen (2002) indicates that improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the employee and ultimately their performance. A study done by Chevalier (2004) revealed that when environmental supports are sound, employees are better equipped to do what is expected of them. Chandrasekar (2003) in her study found out that workplace environment plays a big role in increasing employees' performance. Findings by Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' productivity. Khan et al. (2011) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance.

Another research conducted in a financial institution with 31 branches conclusively pointed out the importance of comfort and ergonomic office designs. The research depicted that employee motivation went up if the office designs and comfort were of high standards (Hameed and Amjad, 2009). Aisha et al. (2013) in their study “Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance” found that the variables incentives, motivation and working conditions have a significant effect on employee performance in an Indonesian university.

According to the Socio-technical approach (Emery & Trist, 1960), organizational performance depends on congruence between the technical and social structures of the organization. The Human Relations perspective supports the theory that suggests that an unsatisfied worker is less productive and efficient compared to one who is satisfied (Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees’ physical as well as socio-emotional needs. Provision of autonomy at the work place, engaging staff in decision making, developing mutual trust and overall involvement of employees in organizational decision leads to human satisfaction (Likert, 1961).

Most organizations focus on the staff individual welfare and skills needs forgetting about their work environment which plays a huge role in the overall satisfaction and ultimate performance of the organization. Organizations should focus on key elements of the work environment such as the overall cleanliness and hygiene, the type of ergonomics available, the design of the office, the frequency of the breaks and the types of breaks, the wellness programme available and the overall flow of information on the work environment. The organizations should conduct more work environment surveys so as to identify areas of improvement and link this with overall productivity of employees (Mohr, 1996). Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. Focus should be placed on ensuring the appropriate and adequate equipment is availed and that work conditions favor high productivity and engagement. Study done in Mbeya city showed that 14 percent of health staff had a good perceived performance of reproductive and child health

care and the rest which is 86 percent didn't perform well due to poor working conditions. While a study in Muhimbili National Referral Hospital showed that 50 percent of workers were not satisfied with their working condition and as a result leads to decrease morale for work hence suboptimal performance .The two hospitals are in Tanzania.

A study that has focused on health workers' experience of working conditions in Mbulu district in Tanzania shows that all cadres of health workers were dissatisfied with the working conditions, Salary level, promotion, recognition of work experience, allowances and upgrading opportunities, as well as human resource management and as a result their performance was suboptimal. The experience of not seeing the realization of the expected working conditions clearly generates strong perceptions of unfairness which perpetuates low performance, the author argued that the dialogue of unfairness pertaining to working conditions that was revealed in the study must be understood in a specific historical and political context so as to develop measures to improve health workers performance. Other studies done to examine the effect of physical work environment on workers job satisfaction, performance, and health include Scott, (2000) and it was reported that working conditions associates with employees' job involvement and job satisfaction. Strong et al (1999) in a study observed that social, organizational and physical context serve as the impetus for tasks and activities, and considerably influence workers' performance. Researches on quality of work life have also established the importance of safe and healthy working conditions in determining employees' job performance.

2.7 Theoretical Framework

Several theories have been formulated to show the inherent connection between institutional programmes and performance. Some theoretical models assert that institutional programmes create a positive impact on employees' attitudes and behaviors which in turn influence their performance. In this study, the theories that informed the study and helped to describe, explain, predict and control the problem under investigation included the following;

2.7.1 Equity Theory

This theory was developed by Stacey Adams (1845). The equity theory points out that people are encouraged by their beliefs about the fairness of the reward structure in their

organization. Generally, workers tend to use prejudiced judgment to balance their contribution and benefit in the relationship to compare themselves with other employees. If they perceive that they are not justly compensated they either lessen the quantity or quality of work or quit their present organizations. On the hand, when they perceive that they are favorably rewarded, they may be encouraged to become committed (Reiss, 2004).

Discrimination exists when individuals perceive that the ratio of their efforts to rewards they get is inversely proportional than it is for their peers. When this occurs, workers may try to diminished equity in many ways. These include putting minimal efforts, request to be promoted, change the behavior of the worker among other available options (Robbins, 2012). One of the challenges confronting equity theory concerns how organizations handle inconsistencies in equity that come out when these comparisons are present. For instance, when there is a high disparity in remuneration, those employees who are considered key performers recognize high equity when making self-comparisons as compared to average and low performers who recognize low equity when making social comparisons. However, in some circumstances, the outlays of perceived unfairness among the latter group can outweigh the benefits of perceived equity among the former group (Bloom, 2000). This theory was considered appropriate in guiding this study because it would help to ascertain the conditions under which Civil registrar offices can create equitable culture for different categories of employees.

2.7.2 Fifty-Fifty Theory

The fifty-fifty theory was developed by John Adair to explain how motivational factors can influence company performance. From his perception fifty percent of motivation comes from within a person and the remaining fifty percent comes from the environment, mainly from people around us. This rule is not used to declare the exact proportions, but it tries to explain that, fifty per cent of our motivation comes from within us and fifty per cent from an external influence, that is, from our environment, particularly from the people around us. These observations are indicative rather than mathematical and they may differ from person to person. Within these important external factors the nature and quality of the leadership present is essentially important. Hence the tough link between

leadership and motivation becomes vital to determine employee's motivation. The Fifty-Fifty rule does have the benefit of reminding leaders that they have a key role to play for the success or failure in the motivation of employees at work. Fortunately or unfortunately not all the cards are in their hands, for they are dealing with people who are self-motivated in various degree. These are the challenges that confront the HRM to galvanize employee motivation with the work environment. (John 2007, 38-41). This theory will guide the study in showing whether training, economic resources, organizational culture and work environment encompass the fifty per cent as external influences that influence job performance in Civil Registrar offices.

2.8 Summary of literature review and research gap

The summary of literature review and research gap is shown in table 2.1 below;

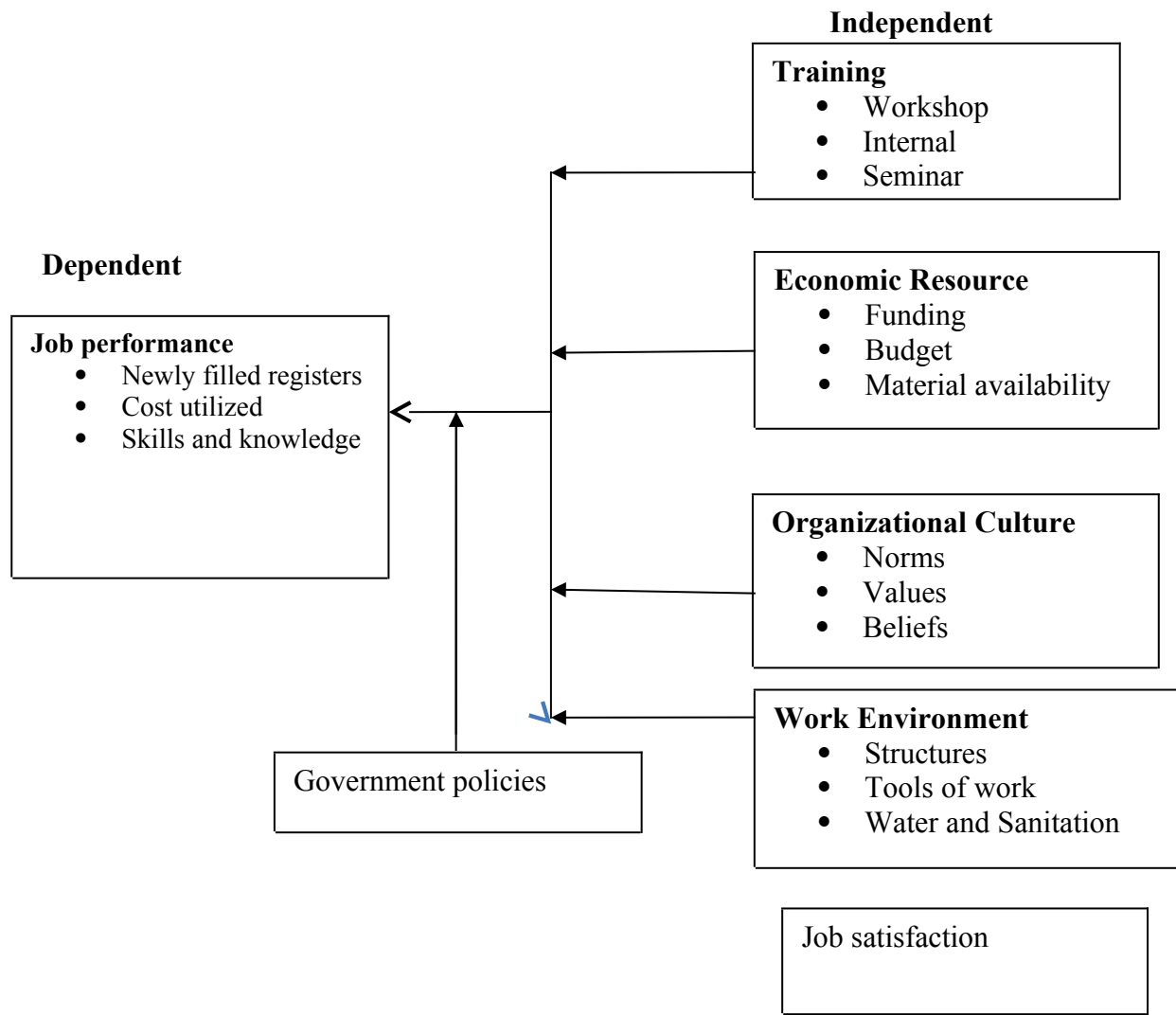
Table 2.1 Summary of Literature review and research gap

Objective	Available literature	Gaps
1. Training	Wright and Geroy(2001) Employee competencies change through effective training programs.	The study didn't specify which training programs are more effective.
2. Economic resource	OpuStella(2008), Shearer(2004) allowances and salaries improve job performance	The studies didn't focus on some economic resources.
3 Organizational Culture	OjoT(2009) organizational culture as a tool of management control	The study didn't bring up the aspect of it as an institutional programme
4 Work environment	Ismael (2010) physical work environment influence performance	The study wasn't done civil registrar offices.

2.9 Conceptual Framework

The conceptual framework explains the relationship between the independent, dependent and moderating variable. The independent variables are training, economic resource, organizational culture and work environment, the dependent variable is job performance, while the moderating variable is government policies. The relationship between the dependent and independent variable is shown in figure 2.1

Figure 2.1: Conceptual framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which covers research design, target population, sampling design, data collection, data analysis and presentation.

3.2 Research design

Descriptive research design was employed to determine the relationship between the dependent and the independent variables and to establish any association between these variables. Descriptive survey design is instrumental in gathering, presentation, summary and interpretation of information which is useful in research analysis (Mugenda, 2003). The study adopted this survey design to enable economic collection of data from a sizeable population. Saunders et al. (2009), recommend this strategy because the method allows researchers to collect quantitative data which can be analyzed quantitatively using inferential statistics.

3.3 Target population

Population can be defined as the sum total of elements from which an inference can be made (Creswell, 2009). When generalizing results of a study the population for which a researcher infers to is the target population. This study targeted workers of the civil registrar offices in Kakamega County. There are five civil registrar offices in Kakamega that include Kakamega Central, Mumias, Butere, Lugari and Kakamega North as shown in table 3.1

Table 3.1 Target population

Cadre	Target Population
Officers	5
Administrative assistants	5
Registrars	15
Clerks	30
Drivers	2
Chiefs	40
Assistant Chiefs	123
Total	220

3.4 Sample size and sampling procedure

The study used stratified sampling technique to sample the employees of the civil registrar offices who formed the targets of the study .Stratified sampling has the characteristic of providing different members of the target population with different features for a chance of been included in the study while at the same time keeping the size manageable. Stratified sampling is spread over the entire population, it is easier, inexpensive and is convenient to use Kothari(2004).The departments for various cadres of employees will form the strata.

3.4.1 Sample size

The study adopted the stratified sampling technique for the 220 target population. Stratified random sampling has the characteristic of providing each member of the target population an equal chance of been included in the study while at the same time keeping the size manageable. The main factor that was considered in determining sample size is the need to keep it manageable while been representative enough of the entire population

under study. Since the population is finite, the following formula (Krejcie and Morgan, 1970) was recommended. The sample size was 220 respondents.

3.4.2 Sampling procedure

Krejcie and Morgan (1970) table was used. This meant that for the higher cadre where the officers and the chiefs are included 45 interview schedules were administered while 175 questionnaires were given to the remaining respondents.

3.5 Research instrument

Data was collected using semi structured questionnaire specifically the likert type scale questionnaire .Primary data was collected using a questionnaire. Questionnaires are ideal for survey study as postulated by Mugenda and Mugenda, 1999 and they are widely used to obtain information about current conditions and practices and to make inquiries about attitude and opinions quickly. The collection was through the drop and pick criteria which increased chances of response within the stipulated time of study. The questionnaire consisted of five sections that are section A, B, C, D and E. Section A contained the background information to profile the respondents while section B to E contained items focusing on the study where there were open ended questions and also included the degrees of agreement on questionnaires that will be rated from strongly agree (5), agree (4), neutral (3), disagree (2) and strongly disagree (1).A mean of the findings was calculated and the findings recorded in the likert scale.

3.5.1 Pilot testing

A pilot study was conducted on the data collection instrument to pre-test the instrument before the main survey. Saunders et al, (2009), agree that in any research, it is expedient as a matter of validity and reliability to check that the instrument is pre-tested before the final administration. The pilot study enabled the researcher to assess the clarity of the questionnaire so that those items found to be redundant and misunderstood would be either discarded or modified to improve the quality of the research instrument, thus increasing its validity. Pilot testing was conducted in the civil registrar offices in Vihiga County. According to Connelly (2008) a pilot study sample was 10% of the sample projected for the larger parent study. Therefore for the interview schedules, 5 were administered while 17 questionnaires were administered to the other cadres.

3.5.2 Reliability of the instrument

When a research instrument yield similar results over a period of time, this results is referred to as reliability (Carmines & Zeller, 1979). Although unreliability is always presents to a certain extent, there will be generally is good deal of consistency in the results of a quality instrument gathered at a different times. The tendency toward consistency found in repeated measurements is referred to as reliability. Charles, (1995), defines reliability to the notion that consistency with which questionnaires and interviews items are answered or individuals' scores remain relatively the same can be determined through the test-retest method at two different times.

3.5.3 Validity of the instrument

Healy & Perry (2000), explain that validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. It estimates how accurately the data obtained in the study represents a given variable or construct in the study (Mugenda, 2008). The questionnaire and interview schedules were given to other experts in research to seek their opinion about the adequacy and representativeness of the instrument to ensure it covers all the variables being measured as a way of eliminating content validity.

By deriving research variables from existing theories, the element of construct validity was met in this study. The study adequately reviewed related literature and modeled the study on sound theoretical models.

3.6 Data collection procedures

The researcher obtained an introduction letter from the University of Nairobi to enable one in identification by the staff of Civil Registrar offices, when approaching respondents to provide relevant information for achieving the research objectives. Questionnaire was distributed to eligible staff through the heads of the various departments. A cover letter was attached to the questionnaires to introduce the respondents to the research topic to avoid any suspicion or mistrust respondents might have about the study. The cover letter was also expected to help motivate respondents to participate in the study and answer the questions and to assure them of anonymity and confidentiality, and to show them how to fill the questionnaires.

The questionnaires were distributed among the employees through their departments. The survey period for data collection would span over a period of two weeks. The advantage of selecting this method is that, it will ensure confidentiality and keep track on those who may not return the questionnaire on time and need to be reminded. The interview schedule was conducted by the researcher and the research assistants. After collecting data from the representative sample through the questionnaire, data was edited the same day to check for completeness, consistency and reliability of data. The next step was coding the responses in the coding sheets by transcribing the data from questionnaire by assigning characters symbols (numerical symbols). This was followed by screening and cleaning of data to make sure there no errors. After this, data was transferred to SPSS for analysis.

3.7 Data analysis techniques

According to Sarantokos (1998), the analysis of data allows the researcher to organize data collected during the study in order to assess and evaluate the findings and to arrive at some valid, reasonable and relevant conclusion. The study employed descriptive statistics method for presenting and summarizing bio-data. Statistical instrument to be used for the research analysis will mainly be inferential statistics, specifically correlation matrix and multiple regression analysis. According to Cooper & Schindler (2009), the method allows a researcher to digest and understand large quantities of data and effectively communicate their importance aspects in a research study. The study employed the use of a statistical software analysis tool referred to as Statistical Package for Social Sciences (SPSS). The study employed content analysis method for review of Qualitative data. This involved organizing the data into categories, coding and sorting them to identify patterns and interpret the meaning of the responses. This method ensures that researchers are able to categorize, analyze and organize the study findings into relevant themes for ease of interpretation (Saunders et al. 2009). Qualitative data was presented in a narrative form and inferences drawn from it.

3.8 Ethical considerations

In this research study, issues relating to the ethical conduct of research such as informed consent, confidentiality, privacy and anonymity were upheld. Definition of ethics

embraces the concept of adopting norms and standards of life which dictate nature of behaviour in relation to others in the society (Saunders et al. 2009). Participants and respondents were given full information on the purpose and objectives of the study in order for them to make informed decisions as to whether to partake or not. Moreover, all information concerning the identity and personality of respondents was treated with utmost confidentiality. Additionally, all information gathered was used for the sole purpose of this research study.

3.9 Operationalization of Variables

Table 3.2

Objectives	Indicators	Measurement Scale	Data expected	Statistical analysis
Training	Workshop	Interval	Quantitative	Spearman correlation
	Internal	Interval	Quantitative	Spearman correlation
	Seminars	Interval	Quantitative	Spearman correlation
Economic resource	Funding	Ratio	Quantitative	Frequency percentage
	Budget	Ratio	Quantitative	Frequency percentage
	Material availability	Ordinal	Qualitative	Spearman correlation
Organizational culture	Norms	Ordinal	Qualitative	Content analysis
	Values	Ordinal	Qualitative	Content analysis
	Beliefs	Ordinal	Qualitative	Content analysis
Work environment	Structures	Ordinal	Quantitative	Spearman correlation
	Tools of work	Ordinal	Quantitative	Spearman correlation
	Water and sanitation	Ordinal	Qualitative	Spearman correlation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the study findings which have been discussed in line with the study objective themes and sub-thematic areas as follows: Questionnaires return rate, demographic characteristics of respondents, theme from objectives; To determine how training influences job performance in Civil Registration in, To establish how economic resource influence job performance in Civil Registration, To evaluate the extent to which organizational culture influences job performance in Civil Registration and To assess the extent to which work environment influences job performance in Civil Registration in Kakamega County

4.2 Questionnaire return rate

Target respondents were the members involved in the civil registration process in Kakamega County. Out of 220 questionnaires distributed to the sample 198 questionnaires were returned. It is out of these questionnaires' responses that the presentation of the general information and the other analysis was done. Questionnaires which were not returned were treated as missing data and did not affect the final results of the study since the researcher had gotten a response rate of above 70%. A return rate of 90 percent was realized as presented in Table 4.1.

Table 4.1: Questionnaire return rate

Questionnaires	Frequency	Percentage
Returned Questionnaires	198	90.0
Questionnaires not returned	22	10.0
Totals	220	100

4.3 Demographic characteristics of respondents

Personal information of the respondents was based on gender of the respondents, position of the respondent and length of service in the civil registrar’s office.

4.3.1: Distribution of respondents by gender

Table 4.2 shows the distribution of respondents by gender. The findings on the gender of the respondents, majority 109(55 percent) were female while the remaining 89 (45 percent) of the respondents were male.

Table 4.2: Distribution of respondents by Gender

Gender	Frequency	Percent
Male	89	45.0
Female	109	55.0
Total	198	100.0

Table 4.2 depicts that 109 (55%) were female and 89 (45%) were male indicating that in gender response there were more female than male. Gender of the 198 respondents is important since it may be associated with the matching of responses and job performance.

4.3.2 Distribution of respondents by length of service

Length of service was one of the major determinants in the study so as to be able to know years of experience of the respondents. Table 4.3. shows the distribution of respondents by years of work.

Table: 4.3: Distribution of Respondents by Length of Service

Respondents Years of work bracket	Frequency	Valid Percent
Less than 1Year	73	36.9
1 - 5 Years	86	43.4
6 - 10 Years	27	13.6
Over 10 Years	12	6.1
Total	198	100.0

Table 4.3 depicts that 86 (43.4%) of respondents were of the working years category of 1-5 years. On the other hand those respondents of below 1 year of work were 73 (36.9%) while those of the years of work bracket of 6-10 years were 27 (13.6%), and those of the years of work of over 10 years were 12(6.1%). The implication of this is that the responses that were obtained were of staff that had not stayed for long in the organization thereby making their responses and thinking independent.

4.3.3 Position of the respondents

Position of the respondent was important in the study so that the research is able to know the most affected people from the respondents and in the category they fall, the position influences performance in the organization.

Table 4.4: Position of the Respondents

Cadre	Frequency	Percent
Officers	5	2.5
Administrative assistants	5	2.5
Registrars	10	5.0
Clerks	25	12.6
Drivers	2	1.0
Chiefs	40	20.2
Assistant Chiefs	111	56.2
Total	198	100.0

Table 4.4 depicts that there were 111 assistant chiefs (56.2%), 40 chiefs (20.2%), 25 clerks (12.6%) and 10 registrars (5%). From the results of the position of the respondents, the researcher was able to get the information that the most affected group were the assistant chiefs this shows that they need to be focused on more if job performance is to be improved.

4.4 Influence of Training on Job Performance

The researcher sought to know if the respondents had attended any training the last 12 months. The result of this response would determine if the training had led to any increase in job performance.

Table 4.5: Attendance of training

Attended Training	Frequency	Percent
Yes	150	75.8
No	48	24.2
Total	198	100.0

Table 4.5 depicts that 150 (75.8%) of the respondents had attended training hence their feedback could be relied on to determine influence of training on job performance.

The respondents were asked to indicate which amongst workshops, internal training and seminars were more effective in improving job performance. Table 4.5.1 provides a summary correlation matrix of the correlation of these factors with job performance.

4.5.1 Correlation Matrix of workshops, internal training and seminars

Table 4.5.1: Correlations Matrix

		JP	W	IT
Job Performance	Pearson Correlation			
	Sig. (2-tailed)			
Workshops	Pearson Correlation	.618**		
	Sig. (2-tailed)	0.000		
Internal Training	Pearson Correlation	.392**	.445**	
	Sig. (2-tailed)	0.000	0.000	
Seminars	Pearson Correlation	.534**	.396**	.483**
	Sig. (2-tailed)	0.000	0.000	0.000

Table 4.5.1 depicts the results of the correlation analysis on effectiveness of the various training methods on job performance. The results revealed that workshops and job performance are positively and significant related ($r=0.618$, $p=0.000$). The table further indicated that internal training and job performance are positively and significantly related ($r=0.392$, $p=0.000$). It was further established that seminars and job performance were positively and significantly related ($r=0.534$, $p=0.011$). This implies that an increase in any unit of the variables namely workshops, internal training and seminars leads to an improvement in job performance. Workshops had a relatively higher influence compared to internal training and seminars.

The first objective was to investigate how training influences job performance in the civil registry in Kakamega County. The respondents were asked to respond on statements on training and the responses were rated on a likert scale. The results are presented in table 4.6.

Table 4.6: Influence of Training on Job Performance

Statements	N	SA	A	N	D	SD	Mean	Std. Dev.
Staff Training has increased my willingness to accept change	198	4.7%	27.9%	13.9%	27.5%	27%	3.233	1.006
Staff training empower employees to always keep going when the going gets tough	198	10.1%	46.4%	21.1%	10.4%	12%	4.213	.933
Staff training has made me get excited about going to work everyday	198	13.8%	64%	8.9%	6.3%	7%	4.413	.964
Average Scores							3.953	.967

The first statement asked whether the staff training had increased willingness to accept change. Table 4.6 results depict that majority did not agree with this statement with a mean of 3.233 and a standard deviation of 1.006. The second statement asked the respondents whether staff training empowered employees to always keep going when the going got tough. Majority of the respondents agreed with this statement with a mean of 4.213 and a standard deviation of .933. The third statement sought to find out if staff training had made them get excited about going to work every day. The results indicate that majority of the respondents agreed with this statement with a mean of 4.413 and a standard deviation of .967. This finding is congruent to those of Bowley (2007) that training got employees excited about going to work every day. The average mean of

3.953 and standard deviation of .967 imply that majority of the respondents were in agreement in the influence of training on job performance.

The researcher further conducted a correlation analysis to investigate the nature of the relationship between training and job performance as shown in table 4.7.

Table 4.7: Correlation between Training and Job Performance

		Staff Training
Job Performance	Pearson Correlation	.763*
	Sig. (2-tailed)	.037
	N	198

* Correlation is significant at 0.01 level (2-tailed)

Table 4.7 depicts that a strong positive relationship ($r=0.763$, $P=0.037$) exists between staff training and job performance. The p-value of 0.037 is less than 0.05 ($P<0.05$) and this means that the correlation between training and job performance is statistically significant. These findings are consistent to those of Appiah (2010) who posited that training improved job performance of staff in an organization.

4.5 Influence of Economic Resources on Job Performance

The researcher sought to know if the respondents had access to funding to enable efficient service delivery. The result of this response would determine if economic resources influenced job performance.

Table 4.8: Access to Funds for Service Delivery

Access to Funds	Frequency	Percent
Yes	100	50.5
No	98	49.5
Total	198	100.0

Table 4.8 indicates that 100 (50.5%) of the respondents had access to funds while 98 (49.5%) had no access to funds for service delivery.

The second objective was to investigate how economic resources influences job performance in the civil registry in Kakamega County. The respondents were asked to respond on statements on economic resources. The responses were rated on a likert scale and the results presented in table 4.9.

Table 4.9: Influence of Economic Resources on Job Performance

Statements	N	SA	A	N	D	SD	Mean	Std. Dev.
The funding released to our department is utilized appropriately	198	64.7%	13.2%	10.9%	5.2%	5%	4.32	.998
The budget allocated motivates me to perform my job diligently	198	3.1%	6.4%	18.9%	36%	36.4%	3.272	1.129
The materials available are distributed fairly amongst departments	198	1.8%	6%	8.9%	44.3%	39%	3.050	.956
Average Scores							3.547	1.027

The first statement sought to find out if the funding released to the departments were utilized appropriately, the findings in table 4 .9 indicate that majority of the respondents agreed with this statement with a mean of 4.32 and a standard deviation of .998.

The second statements sought to find out if the budget allocated motivated the staff to perform their jobs diligently, the results indicate that many of the respondents did not agree with the statement with a mean of 3.272 and a standard deviation of 1.129.

Further the researcher sought to find out if the materials available were distributed fairly amongst departments, the results show that many respondents did not agree with a mean of 3.050 and a standard deviation of .956. The average mean of 3.547 and a standard deviation of 1.027 imply that majority in their responses were impartial to all statement on influence of economic resources on job performance.

4.6 Influence of Organization Culture on Job Performance

The third objective sought to find out the influence of organization culture on job performance. The respondents were asked to indicate whether there exists an organization culture that influences how things are done within the organization. Table 4.9 summarizes the responses.

Table 4.10: Existence of an Organization culture

Existence of Culture	Frequency	Percent
Yes	180	90.9
No	18	9.1
Total	198	100.0

Table 4.10 depicts that 180 (90.9%) of the respondents are aware of the existence of an organization culture while only 18(9.1%) are not aware. This shows that majority of the respondents were in a good position to provide feedback on organization culture influence on job performance.

The study also sought to find out if respondents were aware of mission, vision and goals of the organization.

Table 4.11: Awareness of Mission, Vision and Goals of Organization

Awareness	Frequency	Percent
Yes	190	96
No	8	4
Total	198	100.0

Table 4.11 indicates that a majority of the respondents 190 (96%) were familiar with the mission, vision and goals of the organization

The third objective sought to establish the influence of organization culture on job performance.

Table 4.12: Influence of Organization Culture on Job Performance

Statements	N	SA	A	N	D	SD	Mean	Std. Dev.
My organization has a culture that determines how things are done	198	95.7%	2.2%	0.9%	0.2%	1%	4.545	.936
Employees have a sense of identity which increases their commitment to work	198	93.1%	4.4%	1.9%	1%	0.6%	4.321	1.022
Norms and values set within the organization are practical	198	91.8%	4%	1.9%	1.3%	1%	4.256	.908
Average Scores							4.374	.954

Table 4.12 depicts the results of the influence of organization culture on job performance.

The first statement sought to find out if the organization culture determined how things

are done within the organization; the results depict that majority of the respondents agreed with the statement with a mean of 4.545 and a standard deviation of .936.

The researcher also sought to find out if employees had a sense of identity which led to increase in their commitment; the results depict that majority of the respondents agreed with the statement with a mean of 4.321 and a standard deviation of 1.022.

The third statement sought to find out if the norms and values within the organization were practical, the results show that majority agree with the statement with a mean of 4.256 and a standard deviation of .908. The average mean of 4.374 and standard deviation of .954 imply that majority of the respondents support and agree that organization culture influences job performance hence the need to ensure right processes and operations exist to embed the right organization culture. These findings are congruent with those of Ojo (2003) who posits that an effective organization culture leads an overall improvement in staff job performance.

The researcher further conducted a correlation analysis to determine the nature of relationship between organization culture and job performance and the results presented in table 4.13.

Table 4.13: Correlation between Organization Culture and Job Performance

		Organization Culture
Job Performance	Pearson Correlation	.756**
	Sig. (2-tailed)	.0000
	N	198

* **Correlation is significant at 0.01 level (2-tailed)

Table 4.13 shows the correlation analysis results that indicate a strong and positive correlation ($r=0.756$, $P=0.000$) exist between organization culture and job performance. The p-value is less than 0.05 ($P<0.05$) implying that the relationship between organization culture and job performance is statistically significant. These findings are consistent with those of Ojo (2003) who demonstrated that a strong organization culture led to an increased and sustainable job performance in organizations' that embedded a strong culture.

4.7 Influence of Work Environment on Job Performance

The fourth objective sought to find out the influence of work environment on job performance. The respondents were asked to indicate the status of their office space and if they found them to be adequate.

Table 4.14: Work Environment Issues

Issue	Agree Frequency	Percent
Lack of existence of adequate space	195	98.5
Negative effect of Sanitation	195	98.5
Total	198	100.0

Table 4.14 depicts that a majority 195 (98.5%) of the respondents' seemed not to be happy with their office space.

Further they were asked if they had efficient tools but most of the respondents seemed not to be satisfied with the tools.

Sanitation appears to be a big issue since most respondents 195 (98.5%) agreed that sanitation affects their work and that the overall cleanliness of the offices and sanitation rooms needed an overhaul.

The researcher also sought to know from the respondents the influence of environment factors and issues on job performance by indicating their level of agreement relating to work environment issues. The results are presented in table 4.14.

Table 4.15: Influence of Work Environment on Job Performance

Statements	N	SA	A	N	D	SD	Mean	Std. Dev.
My work environment is friendly as it enables me to perform on my job	198	1%	6.9%	10.9%	50.2%	31%	3.378	.890
My work environment produces some element of risk	198	93.1%	3.4%	2%	1%	0.5%	4.211	.910
I will leave my current organization if I get a more promising job with better work environment	198	71.8%	8%	11.9%	4.3%	4%	4.180	.934
Average Scores							3.923	.911

Table 4.15 shows the results of the respondents' feedback on statements relating to work environment and job performance. The first statement sought to find out if the work environment was friendly and if it enabled one to perform their job, the results indicate that majority disagreed with a mean of 3.378 and a standard deviation of .890. The second statement sought to find out if the environment produced some element of risk; the results indicate majority agree with this statement with a mean of 4.211 and a standard deviation of .910. The third statement sought to find out if the respondents got other opportunities with better work environment; the results indicate majority agree with this statement with a mean of 4.180 and a standard deviation of .911. the average mean indicates that majority of the respondents agree that work environment influences job performance with an average mean of 3.923 and a standard deviation of .911.

The researcher further conducted a correlation analysis to determine the nature of relationship between work environment and job performance and the results presented in table 4.16.

Table 4.16: Correlation between Work Environment and Job Performance

		Work Environment
Job Performance	Pearson Correlation	.733*
	Sig. (2-tailed)	.022
	N	198

* Correlation is significant at 0.01 level (2-tailed)

Table 4.16 shows the correlation analysis results that indicate a strong and positive correlation ($r=0.733$, $P=0.022$) exist between work environment and job performance. The p-value is less than 0.05 ($P<0.05$) implying that the relationship between work environment and job performance is statistically significant. According to Ismail et al (2010) over and above monetary factors, the work environment is a key influence on job performance by staff.

4.8 Discussions

The research carried out indicated that majority of the respondents had undergone some training and they agreed that training contributed significantly to the job performance. The research indicates that 54.5% of the respondents disagree that staff training has led to willingness to accept change indicating that there is need to conduct more training and sensitization on change management. On the other hand training led to more excitement at work as demonstrated by the results at 64% strongly supporting this. The findings also point out that majority of the respondents felt empowered after training. The results indicate that 46.4% of the respondents agreed while 22.4% disagreed compared to the

10.1% who strongly agreed with this statement. The overall results indicate that staff training influences job performance. These findings are similar to the studies by Agnes.M, (2010) a case study of perceived effectiveness of training and development on Performance of in flight attendants in Kenya Airways Limited and Al-Khayyat R.M, (1997).A macro model of training and development. In both studies the results indicate that training influences job performances if conducted in a manner that enhances identified skills gaps amongst employees. The researchers' both agree that there is need to perform a comprehensive needs analysis before embarking on a training program. That way the relevant skills will be developed leading to improved job performance.

On influence of economic resources on job performance, the researcher was able to establish that majority of the respondents (50.5 percent) in Kakamega county civil registration agreed that economic resources played a key role in influencing job performance. The response indicates that 50.5% of the respondents had access to funds while 49.5% had no access to funds for service delivery. The findings indicate that 64.7% of the respondents strongly agree that the funds released to the department are utilized appropriately. The researcher also established that there was little relation between budget allocated and motivation by staff to perform their roles as 72.4% disagreed that their budgets motivated them. The results also indicate an unfair distribution of materials (83.3%) hence a need to review the way materials and resources are distributed across the various departments.

These findings support the research conducted by Ayres, D. M. (2000).Anatomy of a Crisis: education, development, and the State in Cambodia. Comparing these findings with this research there are varied similarities in that in his research, Ayres found out that

lack of economic resources led to crisis in education in Cambodia. It was further noted that inadequate material led to inconsistent delivery of education. This finding is similar to the one of this study where some respondents (83.3 percent) complained of not receiving adequate material necessary to complement their job performance.

On the influence of organization culture on job performance the research findings indicate that majority of the respondents agreed that job performance is directly affected by the organization culture. Majority of the respondents (95.7 percent), affirm strongly that the organization has a culture that determines how things are done. Further majority of the respondents (93.1 percent) strongly support the statement that employees have a sense of identity that increases their commitment to work. The respondents also strongly agree that the norms and values within the organization need to be practical. This is a strong indication on the need of ensuring a strong corporate culture to influence job performance. Many studies have been carried out on the relationship between organization culture and job performance.

In his research Eisenberger, R. (2003). Perceived Organizational culture and Psychological Contracts supports the findings of this research that culture defines norms and traits which have a direct influence on the job performance. This is very similar with the findings by Fakhar, S (2014) on the impact of Organizational Culture on Employees Job Performance: An Empirical Study of Software Houses in Pakistan. His findings demonstrated need to ensure the vision of the organization is understood by all the staff, the mission and objectives are clear and have been cascaded across the organization for meaningful impact.

On the influence of work environment on job performance, the researcher was able to establish that majority of the respondents were in agreement that this plays an important role in job performance. Majority (98.5 percent) of the respondents' seemed not to be happy with their office space. Further they were asked if they had efficient tools but most of the respondents seemed not to be satisfied with the tools. Sanitation appears to be a big issue since most respondents (98.5 percent) agreed that sanitation affects their work and that the overall cleanliness of the offices and sanitation rooms needed an overhaul. Majority of the respondents (71.8 percent) also feel that if they received a better offer in a better working environment they would leave. These finding points out the need for better working environment top improve on job performance. These findings corroborate research by other researchers such as Tripathi, A. (2014) in his studies on Workplace Environment: Consequences on Employees. In this study the findings painted a gloomy picture on the consequences of having a bad working environment with poor amenities, substandard sanitation, and lack of necessary tools. In his research, Triparthi found out there was a correlation between work environment and job performance and that employees tended to be more productive in better work environments. This supports the findings of this study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, discussions, conclusions and recommendations.

5.2 Summary of the Findings

This section presents the findings from the study. The section is organized into subsections based on demographic information, Influence of training, influence of economic resources, influence of organization culture, and influence of work environment.

5.2.1 Demographic Characteristics of respondents

Majority (55 percent) were female while the remaining (45 percent) of the respondent were male. With respect to the years of work, majority of respondents (43.4 percent) were of the working years of between 1 to 5 years. On the other hand those respondents of below 1 year of work experience were 36.9 percent. Those of the years of work bracket of 6-10 years were 13.6 percent, and those of the years of work of over 10 years were the least at 6.1 percent of the respondents. With respect to the position in the organization, the findings indicate there were 111 assistant chiefs (56.2 percent), 40 chiefs (20.2 percent), 25 clerks (12.6 percent) and 10 registrars (5 percent).

5.3 Conclusions

Training plays a key role in improvement of job performance in an organization however there is need to ensure that the relevant training is conducted. Respondents from civil registration in Kakamega County should attend a change management training to appreciate the ever evolving change in the respective places of work. The study also found out that that there is need to conduct a staff skills gap analysis so as to establish the relevant training unique for each individual so as to maximize individual output. Training should be skill based and to be done after conducting as skills assessment exercise. The researcher also found out that indoor, seminars and workshops all improve job performance but workshop had a higher influence to relation to job performance.

The respective heads of the units should ensure that economic resources are available to all departments and also ensures all materials required to conduct civil registration are availed to all centers. Budgetary allocation should be need based and should reflect inherent risks associated with the respective staff role. Economic resources empowerment will enable staff improve their productivity at their respective work stations.

Organization culture is the backbone of continuity in any organization. It is therefore imperative that the vision of the organization is understood by all. The mission, objectives and goals of the organization should be clearly understood by all. This is important especially during turbulent times when it is the culture that will drive resilience. The civil registry in Kakamega should ensure the vision; mission and objectives are clearly understood by all.

The work environment plays an important role in terms of creating an enabling environment for job performance to be at its peak. Issues pertaining to the office space, lighting and cleanliness of the office are of utmost importance. A work environment survey needs to be carried out to identify the tools and equipment needed by the staff to perform at their best. The work environment survey will help identify both hygiene factors and environmental factors necessary for each role within the civil registry of Kakamega County. This study identified the key role work environment plays in ensuring high job performance hence a need to carry out a work environment survey to identify key issues that need to be addressed.

5.4 Recommendations

The study recommends that a skills gap analysis to be undertaken before training so as to ensure that relevant training is conducted as this will directly lead to improved job performance. Workshops should also be mostly embraced so as to improve job performance in comparison to indoors and seminars.

Budgeting should be done top down and all materials fairly distributed across staff and respective departments. This will ensure that the impact of economic resources is felt.

The organization vision should be read, understood, and clearly communicated to all. This plays a huge role in forming the backbone for the functioning of the organization during tough times. Further the mission and objectives of the organization should be understood by all within the organization. The work habits, and norms are driven by the mission and objectives of the organization hence their importance in determining the level of job performance.

A work environment survey needs to be conducted to identify both the hygienic factors as well as the environmental factors that need to be reviewed and adjusted in order to meet and exceed the expectation of the respective staff. A good work environment positively influences the job performance hence the importance of ensuring a good work environment.

5.5 Areas of Further Study

This study proposes the following as areas requiring further research:

1. It would be imperative to look at the impact skills based training on job performance both in private and public sectors.
2. This study was carried out only with the Civil Registry in Kakamega County. There is therefore a need to investigate whether other counties and ministries would exhibit similar findings.
3. There is need for further studies on individual hygienic and environmental factors influence on job performance.

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APPENDIX 1: Questionnaire

Please fill in answers to all the questions below in regards to information on civil registrar offices. Be as honest as possible .All information given will be strictly confidential .All data collected is for academic purpose only. Please do not write your name or employment number

Section A: General Information

1. What is your position?

2. What is your gender?

(a) Female

(b) Male

3. How long have you worked with the civil registrar offices?

(a) Less than 1 year

(b) 1-5 years

(c) 6- 10years

(d) More than 10 years

Section B: Training and job performance

4. Have you attended any training in the past 12 months?

a) Yes () b) No ()

If —yes to the question above, please state how it was effective in your job performance

.....
.....

.....

 5. In your opinion which one of the following training programs is effective in regards to job performance and why; workshops, internal or seminars

.....

6. Indicate your level of agreement to the following statements with concern to training and job performance in the civil registrar offices.

	Highly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Highly Agree (5)
Staff training has improved my willingness to accept change					
Staff training empower employees to always keep going when the going gets tough					
Staff training has made me get excited about going to work everyday					

Section C: Economic resources and job performance

7. Do you have any access to the funds disbursed to your offices for service delivery?

a) Yes () b) No ()

8. Please state if the budget allocated is enough for efficient job performance and if not indicate what should be improved.

.....
.....
.....

9. Is the material available for job performance efficient and effective?

a) Yes () b) No ()

If no, what needs to be improved?

.....
.....
.....
.....

10. To what extent has economic resources influenced job performance? Kindly use the following table

	Highly disagree(1)	Disagree(2)	Neutral(3)	agree(4)	Strongly agree(5)
The funding released to our department is utilized appropriately					
The budget allocated motivates me to perform my job diligently					
The materials available are distributed fairly amongst departments					

Section D: Organizational culture and job performance

11. Does your organization have a culture that determines how things are done?

a) Yes () b) No ()

If yes how does it influence job performance?

.....

.....

.....

.....

12. Do you have a clear vision, mission and goals in your organization?

a) Yes () b) No ()

If yes, do you have any suggestions that will improve its influence on job performance?

.....
.....
.....
.....

13. Is your job performance high?

a) Yes () b) No ()

If not, is it the organizational culture and what should be done to change the situation?

.....
.....
.....
.....

14 To what extent does organizational culture influence job performance? Kindly use the following table

	Highly disagree(1)	Disagree(2)	Neutral(3)	agree(4)	Strongly agree(5)
My organization has a culture that determines how things are done					
Employees have a sense of identity which increases their					

commitment to work					
Norms and values set within the organization are practical					

Section E: Work environment and job performance

15. Do you have a good office with enough space for workers to work comfortably?

a) Yes () b) No ()

If not, what needs to be improved?

.....
.....
.....
.....

16. Are your tools of work efficient in job performance?

a) Yes () b) No ()

If not what needs to be improved?

.....
.....
.....
.....

17. Does water and sanitation affect your job performance in any way?

a) Yes () b) No ()

If yes, elaborate further

.....
.....
.....
.....

18. To what extent does work environment influence job performance? Kindly use the following table

	Highly disagree(1)	Disagree(2)	Neutral(3)	agree(4)	Strongly agree(5)
My work environment is friendly as it enables me to perform on my job					
My work environment produces some element of risk					
I will leave my current organization if I get a more promising job with better work environment					

THANK YOU

APPENDIX 2: NACOSTI PERMIT

APPENDIX 3: Anti Plagiarism Test