

**INFLUENCE OF EMPLOYEE COMPETENCIES ON EMPLOYEE JOB
PERFORMANCE AT ENERGY AND PETROLEUM REGULATORY
AUTHORITY (EPRA)**

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DECLARATION

I hereby affirm that this project proposal is my original work and has not been issued for any award for a degree in any university.

Signature _____ **Date** _____

Supervisors' Approval

This research project proposal has been submitted for examination with my consent as the University Supervisor.

Signature _____ **Date** _____

Dr. Margret Kariuki

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DEDICATION

This research project is dedicated to my amazing husband Benedict and my son Sealtiel for their love, support, inspiration and understanding throughout the research period. They gave me the will and determination to complete this study.

ACKNOWLEDGEMENT

I acknowledge the power of God, the maker and provider of knowledge for enabling me to complete my masters in the right spirit.

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ABSTRACT

The primary objective of the study was to decide the impact of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority. A case study research design was used. The target population were managers at Energy and Petroleum Regulatory Authority. An interview guide was utilized to collect data. Data was collected by interviewing the managers of human resources department at Energy and Petroleum Regulatory Authority. This study applied content analysis to analyze data. Content analysis is an empirical scientific approach that is utilized to draw conclusion concerning the content in several kinds of communication for example interviews and observation protocols. The study found that most popular employee competence includes core competencies, emotional competencies, intellectual competencies, cross functional competencies and functional competencies. The study also found that core competences help the managers to make decisions, improve teamwork, improve work standards, facilitate reliability, increase motivation, facilitate adaptability, help in problem-solving, integrity, communication, planning and organization, stress tolerance, and initiative. The study found that the firm mostly used competency based performance measure to establish whether the employees were suitable enough to carry out the duty. The study found that some of the competency based performance measures focused on customer's perspective, internal business perspective, innovation and learning perspective and financial perspective. The study found that through customer perspective Energy and Petroleum Regulatory Authority is able to create value for customers and meet their demands for them to get satisfied thus increasing their willingness to pay for the services. The study found that the firm used core competence as they make major contributions to employee job performance as they form the basics through which the employees can set targets. The study concluded that the adoption of competency based practices enabled employees to achieve their set targets in that the management and employees generally gravitate towards team working even though team work as a competency was not evaluated. The set-up of the competency based review system ensured that all assessed competencies pull employees to work together as a team. There was general understanding that team based cooperation and engagement is necessary for each individual to achieve their goals, surpass their targets, improve on their performance and become motivated and committed to their job. The study concluded that the firm used core competence as they make major contributions to employee job performance as they form the basics through which the employees can set targets. The study concluded that the competencies are very helpful for people to express, strengthen and reward themselves with the organizational qualities. The examination prescribed that there is requirement for guaranteeing the skills to be utilized are connected to the immediate interpretation of corporate objectives into singular, group, office and divisional objectives. The competencies ought to likewise be concurred by agreement and collaboration as opposed to control or pressure with the workers and feed into the corporate culture and fundamental beliefs. The double loop system must circulate from agreement on the competencies, support systems to ensure the competencies are well articulated with meaningful key behavior indicators and continued process of evaluation and feedback.

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Employee performance is one of the key elements to any effective organization. Its main goal is to achieve excellent employee's performance which will lead to an increase in effectiveness and subsequently generate tremendous effect on the efficiency of the organization (Ashton & Morton, 2015). To achieve excellent performance, employees would be provided the skills and knowledge required to deliver high quality tasks and to prepare them for future top management positions. Both employee and the organization will be benefited from the effects of training and competency towards their performance. Antwi (2015) recommended that competent employees in a high performance organization possess necessary skills, competency and ability to express their ideas. The performance of the entire organization depends on its employee competencies and their job performance.

The investigation was guided by goal setting theory and social learning theory. Goal setting theory contends that particular objectives that are hard to be accomplished spur the employees to buckle down consequently expanding on their degrees of profitability. This theory expresses that high target makes employees to endeavor and buckle down subsequently expanding the nature of yield. In any case, wood& Locke (1990) noticed that defining up of troublesome objectives and high targets doesn't consequently prompt significant levels of efficiency and the general execution of the organization when left to work individually.

Social learning theory expresses that learning would be exceedingly laborious, additionally hazardous, if people expected to depend only on the effects of their own conduct to instruct

them what to do. The theory recommends that managers can figure out how to get things done by watching others do them before attempting to perform. This approach, which the advocate alluded to as 'sitting by Nellie' brings about move of inferred aptitudes starting with one student then onto the next. The hypothesis further expresses that social and relational aptitudes can be learnt by impersonation (Boggie, 2015). It opined that individual addition from one another, including such thoughts as observational learning, impersonation and illustrating (Bandura, 2006). Prizes, as indicated by social learning theory, can't be the restrictive drive that upgrades worker's inspiration. Inspiration can likewise be upgraded by some different components, for example, emotions, convictions, morals, and criticism. Learning happens through three different ways; roundabout experience, oral influence, and physiological circumstances.

The energy utility industry is facing a potential workforce crisis over the next five to ten years. By 2029 enormous quantities of employees will be qualified to resign. Likewise, an expanded interest for power and natural gas will require new development and expanded workforce requests. To address the issues for a solid workforce, the extended foundation work and the pending retirements request that new specialists must be brought into the pipeline now. To achieve this information progress, potential applicants must comprehend the business work, the abilities and capabilities required to play out that work and seek after openings for work. This has been a test to the business as better approaches to select new skilled workers is required. Energy and Petroleum Regulatory Authority was encountering elevated levels of truancy, absence of proficiency, expanded misfortunes and negative criticism from both interior and outer clients and an expanded turnover which was significantly influencing the organization's efficiency. Be that as it may, the organization

had not made occupation skills and representative finance a top need in its general human asset procedure. In this way this study will explore the impact of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority.

1.1.1. Employee Competencies

According to Boyatzis (2013), competency is an individual's capability or ability. However, Rossilah (2014) expressed that competency or proficiency was alluded to as a lot of attributes of information, aptitudes, frames of mind, astuteness and perspective on one's own advantages to do their obligations productively and adequately. McClelland (2014) further characterized competency as essential individual trademark that is a deciding component for acting effectively in a vocation or circumstance. It is significant for an association to guarantee that employees have the information, aptitudes and mentality as per the organizations objectives and goals.

As indicated by Thompson (2013), abilities are things an organization is great at doing. He says that it is consistently the result of understanding, speaking to a gathering of learning and the development of capability in playing out an inside action. Typically, an organization's capability starts with purposeful endeavors to build up the association's capacity to take certain activities. As experience assembles, to such an extent that the organization picks up capability in playing out the action reliably well and at a satisfactory cost, the capacity advances into a genuine fitness and friends ability. Korossy (2012) characterize skills as the limits that exist inside an individual and which foresee prevalent execution.

Bently (2015) emphasized that in order for the employee to obtain all the needed competencies, organizations must develop a proper training program. There are three types of competency which include core competencies, cross functional competencies and functional competencies. Antwi (2015) recommended that competent employees in a high performance organization possess necessary skills, competency and ability to express their ideas. They will excel and perform to the fullest if they are offered favorable environment. The performance of the entire organization depends on its employee competencies. Employee competencies (EC) can be improved through effective training programs and subsequently enhance the employee overall performance. By gaining suitable knowledge, skills and attitude through training they can perform their current job more effectively and also prepare for future job (Wright & Geroy, 2014).

A have a look at the study of che rusuli (2017) revealed that employee competency has mediating effect between human useful resource control characteristic and service quality among people inside the lodge enterprise in Malaysia. Training is one of the capacities in human resource development while employee performance is one of the signs in service quality factors

The improvement in abilities and learning will prompt unrivaled help execution that may influence innovativeness, operational adequacy and great assistance conveyance among cutting edge employees in the administration business. Skills are viewed as a definitive middle person between preparing intercessions and execution of the activity.

1.1.2. Employee Job Performance

Herbert, John & Lee (2012) characterized employee performance as the result or commitment to achieve organizational objectives. Employee performance is one of the key elements to any effective organization. Its main goal is to achieve excellent employee's performance which will lead to an increase in effectiveness and subsequently generate tremendous effect on the efficiency of the organization. To achieve excellent performance, employees would be provided the skills and knowledge required to deliver high quality tasks and to prepare them for future top management positions. This will help organization to overcome any deficiencies in any job-related area (Elnaga and Imran, 2013). Hence, employee performance is vital for the success of any organization.

Kenney et al. (2012) expressed that employee's performance can be estimated by looking at accomplishment against the targeted performance standard or objectives set by the association. As indicated by Ahuja (2016), estimation of the job performance can be founded on a few criteria, for example, productivity, efficiency, effectiveness, quality and profitability. Employee performance is considered excellent when productivity is achieving target set by the organization. Swart et al. (2012), described that training can be used as a tool to improve employee performance by eliminating skill deficits and reducing the performance gaps. A study of Nassazi (2013) proved that training positively influences employee job performance through the development of knowledge, skills, ability and attitudes that were summarized as competency. Both employee and the organization will be benefited from the effects of training and competency towards their performance. The performance and success of any organizations relies upon its talented employees and how proficient the association can take advantage of that asset and utilize it (Brown and

Sitzman, 2011). Notwithstanding this open door the dynamic idea of the business condition makes this procedure an unpredictable one. Along these lines, associations ought to adjust vital and procedures to prepare its workers to adjust to this developing condition both inside and remotely. Preparing changes worker's conduct, frames of mind and qualities about their activity and the association in general. Employees' further addition essential abilities and this adds to the exhibition of the organization (Seiler, 2010). In spite of the fact that preparation is huge to the advancement and execution of either the employee accomplishing successful preparing procedure is thwarted by numerous elements particularly a non-accommodating condition.

1.1.3. Energy and Petroleum Regulatory Authority

The Authority is obligated for the monetary and financial rule of the electric power, sustainable and oil sub divisions. The main aim of this Authority is to act as a protector of consumers and a think tank of Kenyan future energy preparedness as the country strives to meet vision 2030. Energy being the fuel that steers development is the cornerstone of any development and as such is seen as a key component of strategic measure that a country must put in place to be able to progress further. How the Authority continues to manage this uphill task is what the country keenly watches as this is the pace setter in any future developments.

Energy and Petroleum Regulatory Authority was experiencing high levels of absenteeism, low levels of motivation and an increased turnover which were profoundly affecting a company's productivity according to employee satisfaction survey done for Energy & Petroleum Regulatory Authority by Strategic Business Organization Research Limited in

the financial year 2013/2014. But the organization had not made job satisfaction a top priority in its overall human resource strategy. The organization seemed to have been unable to understand the significant link between competency and job performance. Thus there was need to evaluate job satisfaction challenges of these organizations and derive recommendations on how enhance contentment.

1.2. Research Problem

Globally business has become an extremely competitive environment to survive by companies as it remains to move towards globalization. According to Kogut (2012), competitive strength is a key factor to maximize profit by lowering the cost than competitors. Therefore, human resources management has been viewed as a significant approach to lower the cost of human capital and improve the organization's wealth (Ibrahim, 2014). Competency plays a vital role in improving performance of human resources. These human resources need proper attitudes to survive from the changing business environment. The workforce should have willingness to learn and develop knowledge, skills, and attitudes on a continuous basis.

Throughout the previous barely any decades, abilities have frequently been utilized for the premise of execution evaluation (Cardy and Selvarajan, 2016). The skills, as an estimation device, recognize conduct factors significant to execution in the activity and saw as how the activity is done. Consequently numerous organizations use competency models as a piece of their worker advancement program to assess conduct execution pointers together with targets. The connection between singular capabilities and authoritative execution is likewise expressed. In any case, there are less exact confirmations found in this issue.

Energy and Petroleum Regulatory Authority was experiencing high levels of absenteeism, low levels of motivation and an increased turnover which were profoundly affecting a company's productivity according to employee satisfaction survey done for energy & petroleum regulatory authority (Seiler, 2010). The organization has been struggling to ensure the employees are satisfied with jobs. The organization seemed to have been unable to understand the significant link between competency and job performance.

According to Hoffman (2013), the reason for identifying competencies is to improve performance of human resources at work environment. As a result of it, there is an increased demand for employees to change the nature of job that has formed an interest for empirical research in understanding the competencies of employees. However, there are little researches which have focused on competencies of employees in the Kenyan context.

Githinji (2014) contemplated the impacts of employee competency on worker performance, a contextual investigation of United Support Office for the African Union Mission in Somalia and discovered that employee competence impacts worker performance by emphatically affecting employee commitment to change process, development, better execution and upgrade eagerness to work. Likewise that employee fitness improves worker execution by emphatically impacting employee inspiration level through employee acknowledgment, arrangement to hierarchical objectives, positive authority attributes and inspiration for work execution. *Gakure and Waititu* (2014) led an examination because of mindfulness capabilities on employee competence in open association. The investigation didn't interface skills to employee job performance. Subsequently, the conflicting discoveries in different nations about the impact of employees' abilities. The investigations led on impact of employee competencies on

employee job performance have generally centered around research led in developed nations and less accentuation have been made locally. It is hence that the present investigation meant to fill this gap by responding to the inquiry: what is the impact of employee capabilities on employee performance at Energy and Petroleum Regulatory Authority?

1.3. Objective of the Study

The study aimed to determine the influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority

1.4. Value of the Study

This study would be useful to the policy makers in the sub sector as they can cease to rely on theories and models whose findings did not originate from this industry or from Kenya but base their management decisions on facts about perception of employee's competencies on job performance evidenced by research.

On policy, the study would develop recommendations that are useful in developing the management and operational policies to improve employee competencies hence changing their perception to increase the benefits that accrue due adoption of this concept and hence the growth and development of various organizations in Kenya.

On practise the examination would be critical in that it would support the Energy and Petroleum Regulatory Authority to enhance practice and the board of their HR. They would enhance staff motivation prompting consumer loyalty lastly conveying on the important services to general public.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter introduces review on various literature on employee competency on performance on job. This chapter presents the literature review on influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority. It presents the theoretical foundation on theories guiding the study. The theories are goal setting theory, and social learning theory. In addition, the chapter presents the empirical review, and summary of empirical studies.

2.2. Theoretical Foundation of the Study

Theoretical foundation is the root from which information is acquired for a study. It bolsters and composes the study justification. It exhibits and depicts the theory that explains why the exploration issue under scrutiny exists. The speculations are planned to explain, envision, and to challenge and expand existing data inside the limits of fundamental bobbing suspicions. The assessment will be guided by goal setting theory, and social learning theory. The hypotheses are discussed in the consequent areas.

2.2.1. Goal Setting Theory

This theory was progressed by Ryan's (1970) who directed a broad research on cognizant objectives and the moves made by an organization's administration. This theory contends that particular objectives that are hard to be accomplished spur the representatives to buckle down consequently expanding on their degrees of profitability. This theory was supported by scholars such as Locke & Latham (1990) who observed that high target makes employees to strive and work hard thereby increasing the quality of output. However,

wood& Locke (1990) noted that setting up of difficult goals and high targets does not automatically lead to high levels of productivity and the overall performance of the company when left to operate on its own.

However, when the difficult goals and the high targets are accompanied by issues such as commitment to the goals by the management and the employees, teamwork, constant communication of the feedback to the employees and the division and the distribution of tasks to various employees depending on the complexities of the set goals. The authors pointed out setting up of goals have a direct impact if productivity in four different ways namely, they give direction to the workers on where the organization is going. All the efforts and attention is geared towards the same direction. Secondly goals energize the employees, thirdly the goals affect the persistence levels in productivity, finally setting up of goals enables the employees to act differently in that they are aroused to think critically and devise, invent, and innovate knew knowledge as well as plans on how to achieve the difficult goals and the high targets (Banjoko, 2006).

This theory will be relevant to this study in the sense that once the world vision has set up ambitious goals, the employees will have no choice but to work hard so that they attain the organizations goals. Among the weaknesses of this theory is that in order for the goals to increase on the levels of productivity. The employees must be committed to their work and specifically to the set goals. This can be difficult for an organization to force or make all its employees to commit to the goals. This is hard especially in circumstances where employees feel that they cannot achieve the goal or the goal is not important to them.

The second challenge of the theory is that it does not guarantee that all the employees both at the top level management, middle level management and the lower ranks will work as a team, therefore unless the theory offers a mechanism on how these employees can work as a team. It remains a pipe dream.

2.2.2. Social Learning Theory

Albert Bandura formulated the social learning theory which highlights the adequacy of learning and enacting individual's practices, mind frames and enthusiastic responses (Bandura, 1971). The theory maintains focus on learning through making perceptions and demonstrations.

It is a theory of learning process and societal behavior suggesting that through making observations and copying others, new practices can be achieved (Bandura, 2006). According to the theory, learning is perceived to be a psychological procedure which takes place in a social setting and can happen without direct assistance. Upon normal compensation, a conduct will in all cases persevere. The theory creates standard social speculations, in which lead is directed solely by fortifications, by putting highlight on huge occupations.

It similarly bases around natural and psychological parts that interface in order to influence human learning and conduct. Social learning theory communicates that learning would be exceedingly laborious, additionally dangerous, if people expected to depend altogether on the effects of their own conduct. The theory recommends that supervisors can figure out how to get things done by watching others do them before attempting to perform. This methodology, which the advocate alluded to as 'sitting beside Nellie' brings about move of

unsaid aptitudes starting with one student then onto the next. The theory further expresses that social and relational aptitudes can be learnt by impersonation (Boggie, 2015).

It opined that individual increase from one another, including such thoughts as observational learning, impersonation, and illustrating (Bandura, 2006). Prizes, as indicated by social learning theory, can't be the restrictive drive that upgrades employee's inspiration. Inspiration can likewise be improved by some different components, for example, emotions, convictions, morals, and criticism. Learning happens through three different ways; backhanded understanding, oral influence, and physiological circumstances. Displaying, or the situation wherein singular see somebody's practices, hold onto and execute them as his, bolster the learning procedure just as mental circumstances and the insightful procedure.

2.3. Types of Employee Competencies

Employee competency incorporate an individual's information, aptitudes, frames of mind and practices which anticipate skilled execution in a specific occupation. So as to guarantee that worker capabilities are overseen in accordance with the future needs of the association, the abilities the executives activity begins by taking a gander at future improvements of the market and the requirements of the client and from these proceeds to characterize the center skills of the authoritative unit (Green, 2014). Competencies that are shared and remain within the firm are more reliable in sustaining competitive advantage and superior performance.

There are many organizations that believe in three types of competencies that are considered important for their employees. These three types include core competencies,

emotional competencies, intellectual competencies, cross functional competencies and functional competencies. Core competencies are in direct connection with strategic organization capacities (McClelland, 2014). They allude to regions in which the association looks to have a competitive advantage. Core competencies are extremely useful for people to express, strengthen and compensate themselves with the hierarchical qualities. A portion of the significant center capabilities incorporate basic leadership, cooperation, work models, dependability, inspiration, flexibility, critical thinking, respectability, correspondence, arranging and association, stress resistance, and initiative (Antwi, 2015).

At organizational level, core competencies give an association key upper hand and can be characterized as an association's vital assets that mirror the aggregate learning in the organization (Baker, et.al, 2013). Core competencies allude to particular capacities of an association that portray greatness execution, adds to client worth, and hard to mirror including the aptitudes and capacities representatives are relied upon to have or create, just as the procedures required to make progress. Also, it is viewed as significant at a company's corporate level, which are the key for the association's endurance and are integral for its technique (Fleury, 2015). Dynamic Capability then again, is an organization's ability to alter its skills after some time and is firmly identified with resources significant for change.

Emotional competencies allude to set of skills, which direct and control one's sentiments towards work and execution at work. These arrangement of capabilities are the capacity of the person to control and deal with their states of mind and motivations at work. Associations consider enthusiastic knowledge as a significant aptitude because of its

noteworthy effect on different parts of the business network, particularly worker advancement, employee development, and efficiency (Goleman et al., 2013).

Employee intellectual competency which is a smart way of thinking and brilliance, controls left and right side of the brain in a balanced manner. It is one of the biggest and best potency owned by employees to work. If it is successfully managed and optimized, it can help employee to complete tasks that are full of challenges and obstacles well.

Cross functional competencies refer to the ones that are not selected for core competencies directly. However, these competencies are still required for a number of jobs across many functions and departments. Some of the examples include computer user skills, budgeting, etc. Through cross functional competencies, there are plenty of benefits to look forward to (Bently, 2015). Some of these benefits include, but are not limited to, increasing employee proficiency, promotion of team work, reduction of time and cost and boosting employee loyalty.

Functional competencies are also referred to as technical competencies. Employee training, software programming, risk analysis, data analysis and tax accounting are some of the examples that fall under this competency (Wright & Geroy, 2014). It is also important to know that these competencies are job-specific ones that drive quality results and assured performances for different positions.

2.4. Measures of Employee Job Performance

Vance and Paik (2006) define performance management is the procedure of changing key goals without hesitation, checking progress, and compensating results. Meanings of execution the board as an all en-compassing, or coordinated, key methodology, accordingly

broadening the idea past execution examination, are presently in like manner use. For example, a framework for setting up shared awareness about what is to be developed, and way to deal with oversee coordinating and making individuals in a manner which develops the likelihood that will be rehearsed in the shortbterm and longer term. Moullin (2010) saw that different affiliations beginning at now have store operational and physical appraisals execution for neighborhood works out. In any case, these local measures are base up and gotten from phenomenally picked methods.

By expecting directors to choose a set number of basic pointers inside every one of the four viewpoints (client's viewpoint, interior business point of view, advancement and learning viewpoint and money related viewpoint), the scorecard helps center this key vision. As per Kaplan and Norton (2006), the decent scorecard has been offered as a prevalent mix of non-money related and monetary estimates created to meet the deficiencies of customary administration control and execution estimation frameworks. The decent scorecard fuses the money related execution measures with the non-budgetary execution measures in zones, for example, clients, inward procedures and learning and development (Kaplan and Norton, 2006).

Building a balanced scorecard ought to urge specialty units to interface their monetary destinations to corporate procedure this fills in as the concentration for the targets and measures in all other score card points of view (Kaplan and Norton, 2006). Each measure chose ought to be a piece of a connection of circumstances and logical results connections that come full circle in improving money related execution. The organization point of view of the fair scorecard distinguishes the client and market fragments in which they have decided to contend.

The customer perspective discloses the way to make an incentive for clients and how customers demand for this incentive so as to get fulfilled and why they are eager to pay for it. This viewpoint fills in as a rule for the interior procedure and the improvement endeavors of the association (Love, 2009). The business structures perspective is fundamentally an assessment of the affiliation's internal strategies. Inside business structures are the frameworks through which various leveled execution wants are practiced. Customer based measures are noteworthy, yet they ought to be changed over into extents of what the affiliation must do inside to satisfy its client's desires (Franco- Santos, 2010).

2.5 Relationship between Employee Competencies and Performance

Throughout the previous barely any decades, abilities are much of the time used for the reason of execution examination (Cardy and Selvarajan, 2006). The capabilities, as an estimation instrument, perceive direct calculates imperative to execution the movement and saw as how the action is finished. From this time forward various associations use competency models as a bit of their specialist progression program to survey social execution markers together with goals (Özçelik and Ferman, 2006).

In like manner, various specialists have stated that assessment of employees skills give a fruitful technique to foreseeing work execution. There is a combination of research that clarify the association among abilities and workers' (task) execution (Ryan, et.al, 2009).

So also, other research (Ryan et.al, 2009; Spencer, et.al 2008) including the legitimacy and utility of capacities in anticipating representatives' work execution. Furthermore, there are considers that show the effects of explicit capacities on singular employment execution. For example, Qiao and Wang, (2009) suggest that gathering building, correspondence;

coordination, execution and constant learning are fundamental capacities for the accomplishment of focus executives in China. In like way, there observational affirmations demonstrating the association between abilities, for instance, HRM, authority. The association between singular capacities and worker work execution is similarly communicated. In any case, there are less exact confirmations found in this issue. On the contrary side, paying little heed to the growing inclination in using competency models, there are still some chaos and watchfulness about the association among skills and employee job performance

2.6. Empirical Review and Knowledge Gaps

Voon, Lo, Ngui and Ayob (2011) conducted a study on the mindfulness competencies on representatives' activity fulfillment in open division associations in Malaysia. The examination was directed on 200 Malaysian officials working in open segments utilizing surveys. The results exhibited that mindfulness skills have a positive relationship with work satisfaction while value-based mindfulness capacities have a negative relationship with work satisfaction in government affiliation. The backslide results exhibited that solitary unexpected reward estimation of significant worth based abilities has basic relationship with two estimations in work satisfaction (working condition and work task). The investigation didn't interface plainly the connection between worker fitness and representative employment execution leaving an information hole. The current study will fill the hole by deciding the influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority.

Walumbwa, Mayer, Wang, Wang, Workman and Christensen (2011) analyzed the association between social care capabilities and execution using data from the People's Republic of China. Dependable with social exchange, social learning, and social character hypotheses, the examination assessed pioneer part trade (LMX), self-ampleness, and various leveled conspicuous evidence as center individuals of the Social care authority aptitudes to execution relationship. Results from 72 bosses and 201 quick direct reports revealed that Social mindfulness abilities was strongly and basically related to delegate execution as assessed by their brief boss and that this relationship was totally mediated by LMX, self-ampleness, and various leveled unmistakable confirmation, controlling for procedural decency. The context of the study was china and thus the findings could not be generalized for local organization creating a knowledge gap. The current study will fill the gap by determining the influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority.

akhar et al. (2011) additionally performed examinations on impact of employee competence iwhere the objective populace were the workers at Pearl Continental hotel, India. Descriptive statistics were used to break down information. The result of the investigation uncovered that fitness which comes about because of preparing greaterly affects by and large execution. The investigation was led in the global field and the discoveries can't be applied at energy industry in Kenya leaving an information gap. The present investigation will fill the gap by deciding the impact of employees' competencies on employee job performance at Energy and Petroleum Regulatory Authority.

Sultana et al. (2012) contemplated the capability rehearses which were occurring in Pakistan's media telecommunication sector. A case study approach was utilized to decide

the effect of competence practices on the employee performance of Pakistan's media telecommunication zone. Content analysis was utilized to analyze data gathered in this investigation. The examination built up that all-encompassing adequacy of employees' performance results data increased organization's effectiveness. The study was more focused in telecommunication companies and not in the energy industry thus creating a knowledge gap. The current study will fill the gap by determining the influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority.

Sabir, Iqbal, Rehman, Shah and Yameen (2012) drove an examination on the impact of corporate moral qualities on social mindfulness capacities and worker execution with respect to Pakistan. The assessment was driven considering three factors for example corporate moral esteems, social mindfulness abilities and employee performance. The disclosures exhibited that social mindfulness authority abilities having no ethical propensities is dangerous, shocking and even toxic. Results in like manner revealed that a corporate moral worth is the most huge factor for Social mindfulness administration skills and employee performance. The examination concentrated on one part of employees fitness and along these lines the discoveries can't be summed up in the vitality business. This makes an information hole that requires to be filled. The present examination will fill the hole by deciding the impact of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority.

Githinji (2014) contemplated the impacts of employee competency on employee performance, a contextual analysis of United Support Office for the African Union Mission in Somalia. Essential information was gathered through meetings with government

officials working with United Support Office for the African Union Mission in Somalia. Auxiliary information was gotten from the administration documentation. The examination discovered that representative fitness impacts worker execution by decidedly affecting representative commitment to change process, advancement, better execution and improve excitement to work. The investigation was not explicit to specific representative skill making an information hole. The present examination filled the gap by determining the influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority.

Gakure and Waititu (2014) led an investigation because of mindfulness skills on employee performance in open association. The examination utilized a contextual investigation structure where the target population were the representatives at different open association. Descriptive statistics was used to examine information. The investigation didn't link competencies to employee job performance. Along these lines, the opposing findings in different nations and absence of empirical proof in Kenya about the impact of employees' competence on employee job performance leave a wide study gap which this study looked to fill. The present study will fill the gap by determining the impact of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter includes the methodology used in the research study. It includes the design of research used and the data collection and analysis methods.

3.2 Research Design

This examination embraced a contextual analysis explore plan. This kind of research configuration enabled the scientist to execute a top to bottom assessment about the article being examined. Maxwell (2014) keeps up that a contextual investigation for the most part centers around a solitary unit of examination; a solitary association. It is as an occasion or an issue that includes a genuine or a speculative circumstance. The analyst actualized this structure in attempting to exhibit the impact of representative skills on worker work execution at Energy and Petroleum Regulatory Authority.

Under this structure, the analyst looked for data from interviewees who are grounded on the issues examined. Decision of a contextual analysis by the scientist is on the grounds that it empowers her to get direct data which is solid, pertinent and exact. Stewart (2014) shows that a contextual analysis presents information that is assembled utilizing a few methodologies that involves yet not restricted to perceptions, interviews, video information and sound. This structure exploited earlier improvements of speculative suggestion to direct during the time spent gathering and breaking down information.

3.3. Target Population

Population is a group of individuals who have particular pieces of required information. Ngechu (2004) described population as a collective group of persons, segments or organizations which are going through analysis. Mugenda and Mugenda, (2003), explain that the targeted group has to be equipped with unmistakable characteristics, to which the expert way to summarize the eventual outcomes of the assessment. The study targeted managers at Energy and Petroleum Regulatory Authority.

3.4. Data Collection

Information was gathered by talking the departmental supervisors at Energy and Petroleum Regulatory Authority. This class of interviewees were accepted to be well versant with issues that identified with representative competency and worker work execution since they are responsible for groups working under them. Detailing of meeting guide questions and its structuring was guided by the goal of this examination which is deciding the impact of representative capabilities on worker work execution at Energy and Petroleum Regulatory Authority.

An eye to eye experience through meeting was done with the couple of chosen departmental heads. The analyst made development courses of action to guarantee that the meeting gatherings were done at an advantageous time with less work interruptions. This guaranteed enough time was made for the meeting forms so the interviewees could react to every one of the inquiries presented by the questioner.

3.5 Data Analysis

This investigation applied substance examination to break down information. Neundorf (2013) battles that substance examination is an exact logical methodology that is used to make inference concerning the substance in a few sorts of correspondence for instance meetings and perception conventions. Content investigation is otherwise called content examination strategy applied in subjective social research. Krippendorff (2004) sets that perusing of writings is subjective regardless of whether one chooses to change over the substance into numbers through checking.

Printed information was exhibited educate regarding a paper, a mix of reactions from crude information and distributed sources were talked about in accordance with the examination objective. Introduction of dissected information was cultivated through deducing to the accessible writing so as to address the exploration question. This is on the grounds that the scientist can recognize examples and topics just as depict circumstances. Relevant inquiries were raised to build up whether the result was predictable with the speculations and experimental discoveries. Appraisal was made as per the recurrence of the examination.

The analyst conveyed legitimacy testing to discover conflicting proof and freak cases. For opposing proof, the analyst exhibited that supporting beat the disputable. The scientist laid a large portion of his fixation on key counterarguments and brief period will be given to disputable issues. Rather the analysts recognized those issues and expound them giving a lot of thoughtfulness regarding the frail focuses. The analyst didn't plunge into those issues to avoid undermining supporting models. The scientist additionally did consistent

correlation of discoveries from every one of the interviewees after which an end were made based on consistency of reactions and union of contemplations.

CHAPTER FOUR: FINDINGS, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter sets out the data analysis and interpretation for research outcomes. The focus was specifically for data analysis from the respective respondents in the Energy and Petroleum Regulatory Authority and giving elucidation of the research findings.

4.2. Background Information

The main purpose of the study was to determine the influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority. Thus to accomplish the stated objective, data was collected using an interview guide which was unstructured hence more information was gathered with regard to employee competencies and employee job performance.

For purpose of this study, senior management from the key divisions were targeted. This included the managers at Energy and Petroleum Regulatory Authority. The managers had worked at the Authority for a longer period at Energy and Petroleum Regulatory Authority and thus were well conversant with the concept of employee competencies and employee job performance at Energy and Petroleum Regulatory Authority. They worked as managers in different departments thus provided insight information in regard to various employee competencies at Energy and Petroleum Regulatory Authority and how they influenced employee job performance. Majority of the respondents had worked at Energy and Petroleum Regulatory Authority for more than 10 years. In addition, majority of the respondents had worked in the current capacity for a duration of over 5 years and thus had

experience on various issue with regard to employee competencies and employee performance.

4.3. Employee Competencies

This section presented findings on various employee competencies at Energy and Petroleum Regulatory Authority. The findings are shown in the subsequent headings.

4.3.1. Most Popular Employee Competency Practices

The respondents were requested to indicate some of the most popular employee competency practices adopted by their firm. According to the respondents the most popular employee competence includes core competencies, emotional competencies, intellectual competencies, cross functional competencies and functional competencies. According to the respondents' core competencies are extremely useful at Energy and Petroleum Regulatory Authority for individuals to express, reinforce and reward themselves with the organizational values. In addition, the respondents indicated that core competences help the managers to make decisions, improve teamwork, improve work standards, facilitate reliability, increase motivation, facilitate adaptability, help in problem-solving, integrity, communication, planning and organization, stress tolerance, and initiative. The respondents further indicate that emotional competence as significant in that they help in different parts of the business network, particularly worker improvement, employee performance, and profitability at Energy and Petroleum Regulatory Authority. The respondents indicated that intellectual competencies help employee at Energy and Petroleum Regulatory Authority to complete tasks that are full of challenges and obstacles well. Additionally, the respondents indicated that functional competencies help in

increasing employee proficiency, promotion of team work, reduction of time and cost and boosting employee loyalty.

4.3.2. Modern Competency Practices and Employee Job Performance

The respondents were requested to indicate the modern competency practices which have been utilized to improve employee job performance by their firm. According to the respondent's modern competencies have been classified hard and soft skills orientation of competencies. As per the respondent the two kinds of capabilities are arranged as far as hard specialized abilities of playing out the activity and the delicate behavioral skills required in the work environment. The hard skills are those abilities related with explicit specialized information and errand arranged abilities. The specialized abilities and information which contains a limit as they speak to a base level vital for the representatives to have the option to play out a vocation with fundamental fitness. Furthermore, the respondents showed that delicate abilities are ordinarily alluded to as relationship building abilities and are not effectively educated despite the fact that they are particularly required in the working life. As indicated by the respondents the capabilities are work explicit ones and drive quality outcomes and guaranteed exhibitions for various positions.

4.3.3. Performance Targets

The respondents were requested to indicate whether the employees were given performance targets and the nature of targets allocated to employees. According to the respondents the employees are given performance target which helps them set the duration through which they will achieve the targets. According to the respondents the performance targets are important in that they help in keeping track on the progress of the organization

performance. The respondents further stated that the nature of the targets was that they were related directly to the goal of the organization, they were clear in relation to what the employees were meant to achieve. The respondents further stated that the targets were concise and understandable to the employees. In addition, the targets were stated in terms of results and were specific on the date for accomplishment. The respondents further expressed that the objectives give essential data about what's going on now and it likewise gives the beginning stage to an arrangement of target-setting that will support the association and the troughs to execute the procedures for development.

4.3.4. Competency Based Performance Measure as an Employee Performance Measures

The respondents were requested to indicate whether Energy and Petroleum Regulatory Authority use the competency based performance measure as an employee performance measures. According to the respondents the firm mostly used competency based performance measure to establish whether the employees were suitable enough to carry out the duty. The respondents further stated that some of the competency based performance measures concentrated on client's point of view, inside business viewpoint, advancement and learning viewpoint and financial point of view. The respondents indicated that through customer perspective Energy and Petroleum Regulatory Authority is able to create value for customers and meet their demands for them to get satisfied thus increasing their willingness to pay for the services. The respondents indicated that the perspective served as a guideline for the internal process and the development efforts of the organization. In addition, the respondents indicated that the firm utilizes the financial perspective measure to analyze the organization's internal processes. Internal business processes are the

mechanisms through which organizational performance expectations are achieved. The respondents indicated that the firm used the perspective as they were suitable since they addressed all the competencies and their associated key behavior indicators, and also they addressed all the parameters/competencies required and were objective and gave a clear idea of what the employer expected.

4.3.5. Adoption of Competency Based Practices and Employee Targets

According to the respondent's the adoption of competency based practices enabled employees to achieve their set targets in that the management and employees generally gravitate towards team working even though team work as a competency was not evaluated. The set-up of the competency based review system ensured that all assessed competencies pull employees to work together as a team. There was general understanding that team based cooperation and engagement is necessary for each individual to achieve their goals, surpass their targets, improve on their performance and become motivated and committed to their job. In addition, the respondents indicated that adoption of competency based practices defined measurement system, accurate record keeping and a system of frequent evaluation of performance which links performance and compensation to business objective and helps change cultural attitudes by pointing work behaviors to business results. The respondent indicated that receiving competency based practices as a reason for performance appraisal requires coordinating in sets of expectations and preparing of appraisers in the interview skills expected to inspire proof that staff practices were reliable with the capabilities of every job and their definitive point being backing of the corporate culture and core values.

4.3.6. Core Competencies and Employee Job Performance

The respondents were requested to indicate how core competencies have improved employee job performance. According to the respondents the firm used core competence as they make major contributions to employee job performance as they form the basics through which the employees can set targets. The respondents further stated that the competencies are extremely useful for individuals to express, reinforce and reward themselves with the organizational values. A majority of the respondents agreed that some of the important core competencies include decision making, teamwork, work standards, reliability, motivation, adaptability, problem-solving, integrity, communication, planning and organization, stress tolerance, and initiative. In addition, the respondents indicated that core competencies are considered important as they are utilized by the firm at corporate level which are the key for the firm's survival and are central for its strategy. The performance of the entire organization depends on its employee core competencies and thus they serve a great deal. A majority of the respondents indicate that core competencies can be improved through effective training programs which will subsequently enhance the employee overall performance and thus increasing the organization productivity. By gaining suitable knowledge, skills and attitude through training they can perform their current job more effectively and also prepare for future job.

4.4. Employee Job Performance

This section presented findings on employee job performance at Energy and Petroleum Regulatory Authority. The findings are shown in the subsequent headings.

4.4.1. Employee Competence and Meeting of Timeline

The respondents were requested to demonstrate how employee competence empowered the workers to assume individual liability for the quality and practicality of work, and accomplishes results with little oversight. What's more, the respondents showed that the capabilities empowered the representatives to adjust to changing business needs, conditions, and work duties and works with an assortment of circumstances, people, gatherings, and differing client needs to meet their objectives at the correct courses of events. Greater part of the respondents demonstrated that skills engaged the workers by passing on trust in their capacity to be fruitful particularly with new and testing undertakings and permitting them the opportunity to choose how they will achieve their objectives and resolve issues. Further the respondents expressed that the abilities empowered the employees to show a progressing promise to learning and personal growth just as craving and trying to gain new information or aptitudes for work that assist them with accomplishing their objective at the opportune time and effortlessly.

4.4.2. Intellectual Competencies and Deliver Quality Work

The respondents were requested to indicate how the intellectual competencies enable the employee to deliver quality work that suits the organization requirements. Majority of the respondents indicated that intellectual competency enabled the employees to deliver quality work in the shortest time. Employee intellectual competency facilitates brilliant thinking as it controls left and right side of the brain in a balanced manner. The smart thinking leads to enhanced employee performance and ultimately result in organizational success.

4.4.3. Emotional Competencies and Control of One's Feelings

The respondents were requested to indicate how emotional competencies direct and control one's feelings towards work. Many respondents agreed and with some strongly agreeing that emotional intelligence which is one of the measured competency is well communicated and they are aware it influences their performance rating through control of employee's emotions and their feelings. A staggering number agreed and strongly agreed that the emotional intelligence competency is good and it fosters team working.

4.4.4. Training on Employee Competency and Employee Efficiency

The respondents were requested to indicate whether training on employee competency improve the employee efficiency. As indicated by the respondents training on employee competency at Energy and Petroleum Regulatory Authority helps in the improvement of employee skills and information which prompts unrivaled assistance execution that may influence innovativeness, operational adequacy and excellent assistance conveyance among bleeding edge representatives in the firm. As per the respondents preparing on competency helps being developed of meeting aptitudes expected to evoke proof that staff practices were predictable with the capabilities of every job and their definitive point being backing of the corporate culture and guiding principle. Larger part of the respondents showed that preparation is used as an instrument to improve worker execution by disposing of expertise shortages and diminishing the presentation gaps. The respondents further stated that training positively influences employee performance through the development of knowledge, skills, ability and attitudes that are termed as competency. Both employee and the organization will be benefited from the effects of training and competency towards their performance. The respondents further stated that training effectiveness is vital to

ensure organization would not spend time and money on training program that does not provide a good return. The respondents further stated that a well-planned and systematic training program will result in enriching employees' competency that is required to perform work effectively.

4.5. Discussion of Findings

This section presents discussion of findings on influence of employee competencies on employee job performance at Energy and Petroleum Regulatory Authority which are presented under the subsequent headings:

4.5.1. Employee Competencies

The study found that most popular employee competence includes core competencies, emotional competencies, intellectual competencies, cross functional competencies and functional competencies. The study also found that core competences help the managers to make decisions, improve teamwork, improve work standards, facilitate reliability, increase motivation, facilitate adaptability, help in problem-solving, integrity, communication, planning and organization, stress tolerance, and initiative. McClelland, (2014) expressed that core competencies are incredibly helpful for people to express, fortify and remunerate themselves with the hierarchical qualities. At authoritative level, center abilities give an association key upper hand and can be characterized as an association's key assets that mirror the aggregate learning in the association (Baker, et.al, 2013). The study found that intellectual competencies help employee at Energy and Petroleum Regulatory Authority to complete tasks that are full of challenges and obstacles well. Additionally, the respondents

indicated that functional competencies help in increasing employee proficiency, promotion of team work, reduction of time and cost and boosting employee loyalty.

The study found that modern competencies have been classified hard and soft skills orientation of competencies. The two types of competencies are categorized in terms of hard technical skills of performing the job and the soft behavioral skills required in the workplace. The study also found the employees are given performance target which helps them set the duration through which they will achieve the targets. The study found that the performance targets are important in that they help in keeping track on the progress of the organization performance. The study also found that the nature of the targets was that they were related directly to the goal of the organization, they were clear in relation to what the employees were meant to achieve. Bently (2015) emphasized that in order for the employee to obtain all the needed competencies, organizations must develop a proper training program. There are three types of competency which include core competencies, cross functional competencies and functional competencies

The study found that the firm mostly used competency based performance measure to establish whether the employees were suitable enough to carry out the duty. The study found that some of the competency based performance measures focused on client's point of view, internal business viewpoint, development and learning point of view and budgetary viewpoint. Moullin (2010) noticed that numerous organizations as of now have bunch operational and physical estimates execution for nearby exercises. In any case, these neighborhood measures are base up and gotten from specially appointed procedures. The study found that through customer perspective Energy and Petroleum Regulatory Authority

is able to create value for customers and meet their demands for them to get satisfied thus increasing their willingness to pay for the services (Kaplan & Norton, 2006).

The study found that the adoption of competency based practices enabled employees to achieve their set targets in that the management and employees generally gravitate towards team working even though team work as a competency was not evaluated. The set-up of the competency based review system ensured that all assessed competencies pull employees to work together as a team. There was general understanding that team based cooperation and engagement is necessary for each individual to achieve their goals, surpass their targets, improve on their performance and become motivated and committed to their job. The study also established that adoption of competency based practices defined measurement system, accurate record keeping and a system of frequent evaluation of performance which links performance and compensation to business objective and helps change cultural attitudes by pointing work behaviors to business results. The capabilities, as an estimation apparatus, recognize conduct factors appropriate to execution in the action and saw as how the action is finished. Accordingly various associations use competency models as a bit of their representative improvement program to assess social execution pointers markers together with targets (Özçelik and Ferman, 2006).

The study found that the firm used core competence as they make major contributions to employee job performance as they form the basics through which the employees can set targets. The study found that the competencies are extremely useful for individuals to express, reinforce and reward themselves with the organizational values. The study also found that some of the important core competencies include decision making, teamwork, work standards, reliability, motivation, adaptability, problem-solving, integrity,

communication, planning and organization, stress tolerance, and initiative. McClelland, (2014) expressed that core competencies are incredibly helpful for people to express, fortify and compensate themselves with the organization's values. At hierarchical level, center capabilities give an association vital upper hand and can be characterized as a company's key assets that mirror the aggregate learning (Baker, et.al, 2013).

4.5.2. Employee Job Performance

The study found that employee competency enabled the employees to adhere to responsible time keeping and quality work. The study also found that competencies enabled the employees to grow with the change in needs of business, situations and work obligations and target accomplishment at good time. The study discovered that competent employees were more committed to learning and improving themselves. To achieve excellent performance, employees would be provided the skills and knowledge required to deliver high quality tasks and to prepare them for future top management positions. This will help organization to overcome any deficiencies in any job-related area (Elnaga and Imran, 2013). Hence, employee performance is vital for the success of any organization.

The study found that that intellectual competency enabled the employees to deliver quality work in the shortest time. Employee intellectual competency facilitates brilliant thinking as it controls left and right side of the brain in a balanced manner. The smart thinking prompts upgraded employee performance and eventually bring about organization's achievement. The study also found that intellectual competence utilizes information on the operations, structure and culture of the association and political atmosphere to take care of issues and achieve objectives in the correct way and with adequacy.

The study found that that emotional intelligence which is one of the measured competency is well communicated and they are aware it influences their performance rating through control of employee's emotions and their feelings. The study also found that the emotional intelligence competency is good and it fosters team working. The examination additionally found that Energy and Petroleum Regulatory Authority consider enthusiastic insight as a significant ability because of its noteworthy effect on different parts of the employee development, employee performance, and productivity.

The study found that training at on employee competency at Energy and Petroleum Regulatory Authority helps in the improvement of employee skills and knowledge which leads to prevalent assistance execution that may influence innovativeness, operational viability and excellent help conveyance among bleeding edge workers in the firm. The study also found that training on competency helps in development of interview skills needed to elicit evidence that staff behaviors were consistent with the competencies of each role and their ultimate aim being support of the corporate culture and core values. An investigation of Che Rusuli (2017) uncovered that employee competency has interceding impact between human resource management the board capacity and administration quality among workers in the hotel business in Malaysia. Preparing is one of the capacities in human resource development while employee motivation is one of the pointers in service quality components. The improvement in abilities and information will prompt unrivaled assistance execution that may influence imagination, operational viability and top notch administration conveyance among bleeding edge workers in the administration business. Capabilities are viewed as a definitive arbiter between preparing mediations and execution of the activity. The investigation found that preparation emphatically impacts employee

performance through the improvement of information, aptitudes, capacity and frames of mind that are named as competency. Both employee and the organization will be profited by the impacts of training and competency towards their performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter involves the findings summary, the conclusions and the recommendations arising from analysis done in chapter four. It also gives further study recommendations.

5.2 Summary of Findings

The study found that modern competencies have been classified hard and soft skills orientation of competencies. Also the study found that employee competency enabled the employees to ensure quality and timely work execution with little supervision.

5.2.1. Employee Competencies

The study found that most popular employee competence includes core competencies, emotional competencies, intellectual competencies, cross functional competencies and functional competencies. The study also found that core competences help the managers to make decisions, improve teamwork, improve work standards, facilitate reliability, increase motivation, facilitate adaptability, help in problem-solving, integrity, communication, planning and organization, stress tolerance, and initiative. The study found that intellectual competencies help employee at Energy and Petroleum Regulatory Authority to complete tasks that are full of challenges and obstacles well. Additionally, the respondents indicated that functional competencies help in increasing employee proficiency, promotion of team work, reduction of time and cost and boosting employee loyalty.

The study found that modern competencies have been classified hard and soft skills orientation of competencies. The two types of competencies are categorized in terms of

hard technical skills of performing the job and the soft behavioral skills required in the workplace. The study also found the employees are given performance target which helps them set the duration through which they will achieve the targets. The study found that the performance targets are important in that they help in keeping track on the progress of the organization performance. The study also found that the nature of the targets was that they were related directly to the goal of the organization, they were clear in relation to what the employees were meant to achieve.

The study found that the firm mostly used competency based performance measure to establish whether the employees were suitable enough to carry out the duty. The study found that some of the competency based performance measures focused on customer's perspective, internal business perspective, innovation and learning perspective and financial perspective. The study found that through customer perspective Energy and Petroleum Regulatory Authority is able to create value for customers and meet their demands for them to get satisfied thus increasing their willingness to pay for the services.

The study found that the adoption of competency based practices enabled employees to achieve their set targets in that the management and employees generally gravitate towards team working even though team work as a competency was not evaluated. The set-up of the competency based review system ensured that all assessed competencies pull employees to work together as a team. There was general understanding that team based cooperation and engagement is necessary for each individual to achieve their goals, surpass their targets, improve on their performance and become motivated and committed to their job. The study also established that adoption of competency based practices defined measurement system, accurate record keeping and a system of frequent evaluation of

performance which links performance and compensation to business objective and helps change cultural attitudes by pointing work behaviors to business results.

The study found that the firm used core competence as they make major contributions to employee job performance as they form the basics through which the employees can set targets. The study found that the competencies are extremely useful for individuals to express, reinforce and reward themselves with the organizational values. The study also found that some of the important core competencies include decision making, teamwork, work standards, reliability, motivation, adaptability, problem-solving, integrity, communication, planning and organization, stress tolerance, and initiative.

5.2.2. Employee Job Performance

The study found that employee competency enabled the employees to ensure quality and timely work execution with little supervision. The study also found that competencies enabled the employees to get acquainted with the constant change in business needs, work obligations and to be able to work with different people, groups and situations. The study found that the competencies enabled the employees to display an ongoing commitment to learning and self-improvement as well as desiring and making an effort to acquire new knowledge or skills for work that help them achieve their target at the right time and with ease.

The study found that that intellectual competency enabled the employees to deliver quality work in the shortest time. Employee intellectual competency facilitates brilliant thinking as it controls left and right side of the brain in a balanced manner. The smart thinking produces improved performance of employees and ultimate success of the organization.

The study also found that intellectual competence uses knowledge of the workings, structure and culture of the organization and political climate to solve problems and accomplish goals in the right manner and with effectiveness.

The study found that that emotional intelligence which is one of the measured competency is well communicated and they are aware it influences their performance rating through control of employee's emotions and their feelings. The study also found that the emotional intelligence competency is good and it fosters team working. The study also highlighted that Energy and Petroleum Regulatory Authority considers the importance of emotional intelligence on the community and most especially employee development, performance and productivity.

The study found that training at on employee competency at Energy and Petroleum Regulatory Authority helps in the improvement of employee productivity which leads to better service among employees. The study also found that training on competency helps in skill development on taking up interviews and showing that employee behavior was affected by corporate culture and core values. The study discovered that training influences employee performance positively through development of competency skills. Both employee and the organization will be benefited from the effects of training and competency towards their performance.

5.3. Conclusion of the Study

The study concluded that most popular employee competence includes core competencies, emotional competencies, intellectual competencies, cross functional competencies and functional competencies. The study concluded that modern competencies have been

classified hard and soft skills orientation of competencies. The two types of competencies are categorized in terms of hard technical skills of performing the job and the soft behavioral skills required in the workplace. The study also concluded the employees are given performance target which helps them set the duration through which they will achieve the targets.

The study concluded that the adoption of competency based practices enabled employees to achieve their set targets in that the management and employees generally gravitate towards team working even though team work as a competency was not evaluated. The set-up of the competency based review system ensured that all assessed competencies pull employees to work together as a team. There was general understanding that team based cooperation and engagement is necessary for each individual to achieve their goals, surpass their targets, improve on their performance and become motivated and committed to their job.

The study concluded that the firm used core competence as they make major contributions to employee job performance as they form the basics through which the employees can set targets. The study concluded that the competencies are extremely useful for individuals to express, reinforce and reward themselves with the organizational values.

5.4. Recommendations

Based on the study findings the following recommendations are made:

From the research and in view of the detailed conclusions above, some recommendations that should be taken into account whilst designing an effective competency based performance management system include the need for ensuring the competencies to be

used are linked to the direct translation of corporate goals into individual, team, department and divisional goals. The competencies should also be agreed by consensus and cooperation rather than control or coercion with the employees and feed into the corporate culture and core values. The double loop system must circulate from agreement on the competencies, support systems to ensure the competencies are well articulated with meaningful key behavior indicators and continued process of evaluation and feedback.

There is also need to ensure there is clear linkage of understanding of the competencies, the structures of the company have to be put in place to ensure achievement of the competencies and system vagaries are taken care of to eliminate disillusionment with how work processes and resources are shared and allocated in support of achievement of the competencies.

In the employee job performance management cycle from recruitment to exit, many employers tend to relax once the employee is on board whilst the actual employee management issues start during that phase. Most of the employee problems once they settle in have to do with how the performance management and which is a year-round process is managed. By its definition, performance management is an approach to managing and developing people in a way that increases the probability. By looking long term, employers should thus aim at having performance management systems which will eventually have tremendous impact on value for money, company values and organizational culture.

5.5. Limitations of the Study

The study done, like all studies was prone to vagaries of descriptive research namely its vulnerability to error and subjectivity especially when an interview method is used with

prescriptive and predetermined question. The study also encountered some limitations as some of the target respondents are less than 10-year-old and hence have not had the experience of doing the competency based performance review and therefore were sadly not able to answer the questions objectively and hence did not participate in the survey. The timing was also critical as the survey was done during the period the business was preparing for business review sessions which take a lot of employee time in preparing historical and future business projections. The respondents thus were a bit tied up with work processes and the researcher had to follow them up to complete the questionnaires sometimes even after work hours and weekends.

5.6. Suggestions for Further Research

Whilst this study clearly provided insight into how employee competencies influence employee job performance, there is need to explore further areas of research associated with the system such as would the use of competencies be used to determine the reward system in an organization? This would help gain more insights into the association between competencies and employee performance and associated compensation schemes. Indeed, productivity talks have centered around rewarding employees based on such competencies and their feed into productivity. Secondly, this study has underscored the importance of using competencies in the performance management systems of organizations, therefore, it would need further exploring on whether there are benefits associated with using a competency based system for recruitment and selection.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

1. Name of the Sector/Department.

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2. What managerial position/Designation do you hold?

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3. How long have you been working for Energy and Petroleum Regulatory Authority?

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4. How long have you been working in your present capacity?

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SECTION B: EMPLOYEE COMPETENCIES

5. In your view, what are some of the most popular employee competency practices adopted by your firm?

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6. Please explain how modern competency practices has been utilized to improve employee job performance by your firm?

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7. Are employees given performance targets? Describe the nature of targets allocated to employees

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8. Does Energy and Petroleum Regulatory Authority use the competency based performance measure as an employee performance measures? Explain?

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9. In your opinion, explain how the adoption of competency based practices has enabled employees to achieve their set targets?

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10. Describe how core competencies have improved employee job performance?

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SECTION C: EMPLOYEE JOB EPERFORMANCE

11. Describe how employee competence enable employee to meet the timeline set by the firm

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12. Explain how the intellectual competencies enable the employee to deliver quality work that suits the organization requirements

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13. Describe how emotional competencies direct and control one's feelings towards work and performance at work and how its impacts on organization performance

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14. Does training on employee competency improve the employee efficiency. Explain

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THE END

THANK YOU FOR YOUR PARTICIPATION