

**DETERMINANTS OF EMPLOYEES' PERFORMANCE IN THE
COUNTY GOVERNMENTS OF KENYA; A CASE OF BUNGOMA
COUNTY**

BY

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DECLARATION

I declare that this research project report is my original work and has not been submitted to any other University of higher learning for examination purpose

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This research project report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate my research project report to my dear parents, my siblings, my nieces, Cherono and Cheruto also my nephews Kipruto and Kiprop and lastly to my fiancé Duncan.

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I would like to extend my gratitude to University of Nairobi (UON) for giving me an opportunity to pursue my studies in Project Planning and Management.

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ABSTRACT

The study sought to determine factors that influence performance of the employees in County Government in Kenya; a case of Bungoma County. The study was guided by the following objectives: To determine the influence of compensation/remuneration on performance of the employees at the County government of Bungoma; To ascertain how leadership influences performance of the employees at the County government of Bungoma; To find out how training contribute to the performance of the employees in the County government of Bungoma and finally to determine how working conditions/environment influences the performance of the employees in the County government of Bungoma. The target population focused on all the employees of County government of Bungoma which totalled to 5,900 employees. The study adopted a descriptive survey research design. It used a sample size of 375 employees as computed by formula due to Yamane 1967. The sample size was obtained using stratified random sampling whereby the strata was represented by the levels of management which are top level management, middle level management and lower level management. Then the sample from each stratum was obtained using random sampling. The instruments used in the study were questionnaires and documents analysis. Structured questionnaires were developed and pretested; a pilot study was conducted to help establish content validity and reliability of the instrument. The questionnaires were provided to a total of 37 respondents (at least 10% of the sample size) from the neighboring County government of Kakamega. The data collected was analyzed by inferential statistics descriptive statistics such as frequency distributions and percentage. Findings from the study confirm that a significant association exists between compensation/remuneration, leadership style, employee training and development, working conditions and improved employee performance and there is need for the organization to improve on training and leadership in order to achieve continual improvement. In conclusion, the four independent variables assessed in the study all have shown a significant level of association with improved employee performance. It is therefore recommended that County government need to develop and implement focused training and development programs while at the same time embrace good leadership styles as well as motivate their employees through attractive remuneration/compensation and favorable working conditions so as to realize improved organizational performance. Since the County government plays a significant role in developing the country as a whole, the study provided more knowledge on factors that affect employee performance in the sector.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Employee performance and productivity is of major concern in any economy worldwide. Choudry (2009) in his study Determinants of Labor Productivity, notes that Africa and south Asian countries (except India) performance in labor productivity is not very encouraging. Labor productivity level in 2005 in sub-Saharan Africa economies was the lowest among all regions. He further emphasized the need to pay more attention on average education attainment level, producing productive employment to attract foreign direct investments. Human resources management practices have significant impact on organizations productivity. Abdulla (2009) points out that training and development, team work, human resources planning and performance appraisal are correlated with an organizations business performance.

In Kenya studies like Kiragu (2002), Obong'o (2009) and Kim (2005) had indicated that there are factors that created differences in how public sector organizations coped with change. The main factor was that the performance aims of most public sector organizations differed from firms in the private sector whose strategic transformation were to produce profit. Public organizations were normally limited in terms of flexibility and autonomy as there was political interference, broad accountability and performance expectations continuously shift.

According to Armstrong and Murlis (2007), reward systems and recognition are consistently acknowledged by organizations and managers as an important tool in motivating individual employees. Reward systems are the clearest ways managers and leaders of an organization can send a message to employees about what they consider important. A great deal of the way people behave in an organization is influenced by the way they are measured and rewarded (Kasser, 2002). According to Attwood (2006), traditionally most reward and recognition programs were vague and often given in response to managers' perception of when an employee performed exceptionally well. There were no set standards by which exceptional performance could be measured, and it could have meant anything from consistent punctuality, assisting other departments or

even having a good attitude. While according to Blyth (2008), things have changed in current organizations as organizations understand the great benefits achieved by incorporating rewards, job satisfaction, motivation and performance with their business strategies. To achieve desired organizational goals, reward systems should be perfectly aligned to organizational strategies (Allen and Helms, 2002)

Bruce (2004) points out that under-management is the underlying issue in most cases of suboptimal work performance at all levels. The undermanaged employee struggles since the supervisor is not sufficiently engaged to provide the direction and support needed. In their study Gupta (2010) notes that cohesion has a significant positive impact on performance. An employee operating in an environment that has good team cohesion is likely to dedicate effort towards realizing the expected performance levels. Performance appraisal plays a significant role in defining an employee's performance.

Training facilitates the updating of skills and lead to increase commitment, wellbeing, and sense of belonging, thus directly strengthening the organization's competitiveness (Acton and Golden, 2002; Karia and Ahmad, 2000; Karia, 1999). Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R J. Human Resource Management, 2002). The primary role of training is to improve the employees' skill for current and future duties and responsibilities.

Work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work (Kohun, 1992). There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. In addition to motivation, workers need the skills and ability to do their job effectively (Chandrasekar, 2011). Most people spend fifty percent of their lives within indoor environments, which deeply influence their mental status, actions, abilities and also their performance (Sundstrom, 1994). Good results and increased output is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and finally improve their productivity (Carnevale, 1992).

1.2 Statement of the problem

County Governments need to understand and implement strategies that will enhance the performance of employees in order to get desired results from them. This is becoming more challenging and difficult due to competitive nature of corporate environment.

Although when the government was devolved into Counties most people left their original place of work and sought employment in the County Government, the challenge is that 20% of the jobs in the County Government are basically on contract and 80% are on permanent basis therefore this study tries to study the ways that the County government will have to adopt in order to retain their employees on job and ensure good performance.

Existing literature indicates that factors such as attractive compensation, friendly leadership, balance between work-human life and healthy work environment build a sense of belongingness among employees which prevents them switching from one organization to another and subsequently improves their job performance which is very important for smooth and effective functioning of an organization.

1.3 Purpose of the study

The purpose of this study was to study the determinants of the performance of employees in the County government of Bungoma.

1.4 Objectives of the study

The study was guided by the following objectives:

- i. To determine influence of compensation/remuneration on the employee performance of County government of Bungoma.
- ii. To ascertain how leadership influences the employee performance in the County government of Bungoma.
- iii. To establish how training influences the employee performance at the County government of Bungoma.
- iv. To determine how work environment/conditions influences the employee performance at the County government of Bungoma.

1.5 Research questions

This study intended to give answers to the following questions:

- i. To what extent does the compensation/remuneration influence employee performance in the County Government of Bungoma?
- ii. What influence do different types of management have on the employee performance?
- iii. What is the influence of training on the employee performance in the County Government of Bungoma?
- iv. Do work environment/conditions influence the employee performance in the County Government of Bungoma?

1.6 Significance of the study

This study was undertaken to advance the awareness in various human resource management issues within County Government which will provide greater efficiency to the institution. Understanding these issues and how they affect the conduct of the institution can further the human resource management processes proactive and advantageous. Among the human resources issues to be addressed in this study are the determinants of employee performance which include; compensation/remuneration, management, training, working conditions/environment.

1.7 Basic assumptions of the study

This study was guided by the assumption that the participants selected will be cooperative and able to give the required information without any reservations and that the response given by the respondents would be true reflections of the employee performance.

1.8 Limitations of the study

The study was limited on the elements of human resource management unique to County government of Bungoma particularly in the area of compensation/remuneration, leadership, training and working conditions/environment. The utilization of institution as the basis of the case study is another limitation because of the fact that it cannot make generalizations.

Survey will be the primary means in the study in collecting data. The study will also be limited only to the pieces of information that the respondents will be willing to disclose. It is limited to the respondents' capability to answer such questions. There may be information also that may not be disclosed because of its confidentiality.

1.9 Delimitations of the study

The study was delimited to all the staff of County government of Bungoma

1.10 Definitions of significant terms as used in the study

Training	Organizational activity aimed at improving employee Skills levels to enhance their efficiency and effectiveness. It is also known as learning.
Employee Performance	Optimal employee productivity as a result of employee efforts based on measured performance outcomes.
Compensation/remuneration	Is the output and the benefit that employee receive in the form of pay, wages and also same rewards like monetary exchange for the employee's to increases the Performance.
Working conditions	Refers to conditions in which an individual or staff works including but not limited to such things as amenities, physical environment, degree of safety of danger, stress and noise levels
Leadership	A supervisor's style of providing direction to the team they supervise, implementing plans and decision making processes in their day to day job roles.

1.11 Organization of the study

This study was organized in five chapters: Introduction, Literature review, research methodology, Data analysis, presentations, and interpretations, summary, conclusion and recommendations. It has a cover page and preliminary pages containing declaration, dedication, presentation, acknowledgement, table of contents, list of figures, list of tables and abstract.

Chapter one (Introduction) contains; the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study, basic assumptions of the study, definition of significant terms and organization of the study.

Chapter two (Literature review) contains; Introduction, employee performance in organizations, compensation and the employee performance, leadership and the employee performance, Training and the employee performance , working conditions and the employee performance, theoretical framework, conceptual framework and summary of the literature review.

Chapter three (Research methodology) contains; Introduction, research design, target population, sampling procedures and sample size, data collection instruments and their validity and reliability, methods of data collection, data analysis techniques, ethical considerations and operational definition of variables.

Chapter four (Data analysis, presentations and interpretations) contains; Introduction, questionnaire response rate, demographic characteristics of respondents, influence of compensation on employee performance, influence of leadership on employee performance, influence of training on employee performance and influence of working conditions on employee performance

Chapter five (Summary of findings, conclusions and recommendations) contains; Introduction, summary of the study, conclusions recommendations and suggestions for further studies.

The report also has references and appendices; Transmittal letter and questionnaire

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on discussing the relevance of the study in the existing literature that is what other scholars have written in relation to the topic under investigation: Determinants of the performance of employees in the County government. The chapter will be presented under subtitles; the performance of employees in organizations, determinants of the performance of employees in county governments, theoretical review, conceptual framework and summary of the literature review.

2.2 The employee performance in organizations

The performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Prasetya & Kato, 2011). According to Suhartini (1995) employee performance is a mutual result of efforts, abilities and perception of tasks. Good performance is the step towards achievement of organizational aims. Hence more effort is required to improve the employee performance. Tarantino (2005) argued that business managers fail to appreciate their people, even though they claim their employees are more important than other assets.

Dharma (1991) said that performance is something that is done or products formed and offered by a group of people. Swasto (1996) said that employee performance is the actions or the completion of errands that were done by individuals within specific period of time.

According to Freeman (2005), one can link people's feelings and performances, suggesting an association of employee performance and organizational climate. Further, Freedman suggested that different groups in the same organization can be driven by different factors indicating that the influences of organizational climate on employee performance may be available to identification and measurement could possibly assist organizations in receiving the maximum potential out of their employees.

The literature pertaining to employee performance as a factor within organizations was presented from several perspectives. Some authors believed that as employees become

empowered they enjoy their jobs more causing them to stay and help organizations avoid high turnover costs (Aranoff et al, 2005). An employee who is enthusiastic is more apt to stay with the organization and produce at a higher level than an employee who is not enthusiastic in his or her organizational environment.

The employee performance cannot be increased merely by increasing the focus on the authority, discipline and control in the organizations (Hart & Willower, 1994). Training given to the employees improves their performance by the way of development in their skill (Harel & Tzafir, 1999). McEvoy (1997) concludes training of the employees can improve their commitment level, knowledge sharing and their honor to work in the organization. Burke and Day (1986) found that the managers' performance can also be amplified in the organization by the way of providing them training. The cost of training is basically the company's investment that provides benefit for a long time period. The reason for this is that the employee's morale increase and they become more committed while performing their tasks in the organization (Bartel, 1994). The organizational justice when applied in its true sense, it may affect the employee performance, their commitment level in the organization and also their level of efforts towards achievement of their goals (Folger & Cropanzano, 1998).

According to ILO international conference report (2008) agreements on innovative human resources practices as well as implementation of people motivation policies are significant for labor productivity. Integrated investment in workers, technology and research and development and progressive human resources and remuneration policies are key to high performance. Buford (2006) points out human resources essentials that human service managers should address. Performance management was identified as one, here disciplining employees and informing employees of performance deficiency or skills gaps should follow a clear process since if the two are not well managed they may lead to litigations which generally has a negative impact on employee performance. She further points out that organizations success is directly linked to the effectiveness and productivity of its employees.

2.3 Compensation and the performance of employees

Dessler (2008) defines employee compensation to include all forms of pays given to the employees arising from their employment. Rewards management policy is one of the elements organizations use to attract and retain its most valuable and worthy assets. Literature has identified various human resources management practices which are considered to be the best practices for retaining and motivating human capital in an organization. A good rewards management practice is one of such practices. Khan (2011) further notes that Human Resources are the key drivers of the prosperity and success of any organization and unless the organization does offer salary, rewards and due benefits according to its employees needs and wants it will not be able to conquer the highest level of efficiency and competency of its employees.

Khan et al continues to point out that rewards management is a complex process which requires accuracy and precision and if not carried out properly may lead to organizational concerns. An ideal reward policy encourages employees to work harder and with more determination. It also helps the organization to set standards that are job related, realistic and measurable. Such policies should have sound integration with other HRM practices. The basic wage or pay is the main component of compensation, fringe benefits and cash and non- cash benefits complete the compensation and benefits elements. Pay determination is intended to meet objectives such as equity, efficiency, macro- economic stability and efficient allocation of labor. Grud (2008) notes that extraordinarily high wage increases are not in general associated with further increases in individual productivity. On the contrary these high wage increases may lead to an inefficient employee.

Nawab (2011) in their study revealed that compensation management can affect job satisfaction and employees organizational commitment. Organizations can use employee compensation as a method for enhancing employee's job satisfaction and their commitment with the organization. Both financial and non-financial compensation are significant in fostering overall organizational commitment which when realized helps maximize employee contribution. International Labor Organization (ILO) publications

such as “an introduction to performance and skill- based pay systems “ (1998) has pointed out pay as an important and contentious element in an employment relationship with the employer, employee and the government having equal interests. For the employer it forms part of a greater part of his costs and it also affects his ability to recruit and retain quality labor force. To the employee it is fundamental to his standard of living and is a measure of the value and his services. The government is interested since salaries affect aspects of macro-economic stability such as employment, inflation, purchasing power and socio-economic development in general.

Tsai K et al (2005) in their study demonstrated that employee benefits offer advantage in organization productivity through improvement of labor efficiency. Benefits also help increase employee satisfaction which is a sign of good management and happy environment in any organization. Ismail et al., (2010) note that performance based pay acts as a precursor to job satisfaction. When employees perceive that they receive adequate pay from their employer and that they are actively involved in the pay systems this leads to greater job satisfaction.

In case studies of different firms it was found that production increased, when system changed from monthly salary to daily wages. This means that increased wages have direct effect on employee performance (Lazear, 2000). In case of fruit pickers, the progress of workers increased significantly when pay system was shifted from incentive pay (Bandiera et al., 2005). Managerial performance bonuses have the capability to enhance employee output. As far as posts of higher management are concerned, managers often emphasize on recruiting and retaining capable workers by moving from piece rate to salary. The core purpose of this activity is retaining efficient man power by providing more incentives (Bandiera et al., 2007). People who work on monthly pay system do not show noticeable enhancement in their production while the workforce who is employed on piece rate system usually shows enhanced output (Fernie and Metcalf, 1999).

Larkin (2011) points out that, compensation is inherently strategic. Organizations use different compensation strategies and have discriminatory powers in choosing their reward and pay policies. These policies affect employee performance and are highly

complementary with other activities in an organization. Compensation is not isolated in an organization it is inextricably linked to the technology, marketing, operations and financial decisions of an organization. Given the important effects of compensation for both organization performance and employee behavior it is important to understand what factors managers should consider when designing their organizations compensation systems and what elements should be in place for compensation systems to produce desirable worker behavior. This brings to the fore the need to design strategic compensation packages to enhance employee performance. The packages should have an integrated framework of strategic compensation.

2.4 Leadership and the performance of employees

Leadership is a process of a person to stir others by leading, guiding and influencing to do something in order to achieve certain results and goals (Edy Sutrisno, 2010). According to Voon, et al (2011), Leadership is a process of interaction between leaders and employees in which a leader tries to influence the behavior of employees to achieve organizational goals. The leadership Indicators proposed in this study is that the leader should 1.) Be able to inspire 2.) Make decision and 3.) Be responsible.

Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). Managers at all the levels have to input their efforts and make maximum use of their abilities which sometimes are produced under supervision or without it. However, there are many expectations from managers working for an organization. These expectations are sometimes fulfilled but in some situations these managers may be running to their boss for guidance. Therefore, the managers must be developed so that they can think and work on their own and fulfill their responsibilities innovatively, while understanding and foreseeing the market and business situations.

Buford (2006) identified poor management as a major reason for low morale and unsatisfactory employee performance, yet organizations are usually tempted to promoting employees' to management and leadership roles without assessing their readiness to the roles and neglecting provision of sufficient orientation and training. When making

decisions to choose managers it is worth noting that although one might be a stellar performer in his or her area of expertise they rarely automatically possess the skills knowledge, and abilities to perform at the same level as managers and leaders. This means for organizations to succeed in selecting the right managers they have to take time to use evaluation tools such as behavioral interviews or psychological assessments to identify the right managers.

Guest (2010) in their study noted that relations between managers and employees have a significant effect on productivity. Bad relations often lead to violations of psychological contract, low levels of fulfillment of perceived promises and commitments made by the organization. Quality supervision requires one to have good leadership qualities. Bosses are expected to be in tune to their people. Sutton (2010) notes that bosses are expected to take charge effectively of the team they lead. It is also important for them to boost performance by watching their peoples back: making it safe for them to learn, act and take intelligent risks; shielding them from unnecessary distractions and external idiocy and doing hundreds of little things that help them achieve one small win after the other and feel pride and dignity along the way. According to Sutton expressing confidence, being decisive, getting and giving credit, taking responsibility and providing psychological safety are some of the responsibilities a good supervisor should take up.

Hands-on transactional management provides an opportunity for supervisors to produce results from their teams. It is believed that a good supervisor will most likely translate to improved employee performance. Bruce (2004) in the article “the under-management epidemic” notes that in an effort to be hands off and not become “micromanagers” supervisors have gone to the opposite extreme and completely abdicated their primary role as managers. Successful managers among other things should provide their direct reports with: performance requirements and standard operating procedures related to tasks and responsibilities. They also are required to define parameters, measurable goals and concrete deadlines for all work assignments for which the direct reports will be held accountable. A prerequisite to corporate success it is the way its leaders apply management techniques. Chalhoub (2009) notes that the techniques must start from

within the organization and they should include mechanisms to ensure commitment, communication, quality management, benchmarking, process improvement and measurement.

Accurate monitoring, evaluation and documentation of work performance are important. Bruce (2004) further notes that specific feedback on work performance with guidance for improvement and fairly distributed rewards and detriments helps managers provide their direct reports with the most basic elements of supervision. Paauwe (2004) argue that managers put performance management into practice and by doing so affect employees' perception as well as their commitment, motivation and trust. Perceived organizational and supervisory support affects an employee's performance and as such the quality of supervision cannot be ignored when discussing employee performance.

Abusive supervision is characterized by declining employee performance. Tepper (2011) defines abusive supervision to include undermining, public denigration and explosive outbursts. Sustained exposure to abusive supervision is associated with serious negative outcomes for both victims and organizations. These losses translate into employee withdrawal and loss of productivity.

The relationship between leadership and performance was indirect as well as direct (Gadot, 2007), which proves the importance of developing leaders through leadership development programs.

Leadership development is becoming an increasingly critical and strategic imperative for organizations in the current business environment (Sheri-Lynne, Parbudyal 2007). Leadership development is an important area which is considered and implemented in organizations to increase human capability and some other benefits like to gain competitive advantage. Some developmental assignments can be carried out concurrently with regular job responsibilities, whereas others require taking a temporary leave from one's regular job (Yukl, 2002). These development assignments can be used to develop managerial skills at current jobs, some may be used to develop new projects or begin new projects serving as department representative on a cross functional teams. Training

sessions play an important role to improve the performance of organizational managers regarding communication skills, listening skills, motivate others, support others, and share information (Klagge, 1997).

2.5 Training and the performance of employees

In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference between the organizations that train their employees and organizations that do not (April, 2010). Training 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 (Gordon, 1992). There exists a positive association between training and employee performance. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (April, 2010). Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans and Lindsay, 1999). The more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired. That is why training should be related to money, job promotion, and recognition etc, i.e. something which the trainee desires (Flippo, 1976). There are four prerequisites for learning: Motivation comes first. Cue is the second requirement. The learner can recognize related indicators (cue) and associate them with desired responses with the help of training. Response comes third. Training should be immediately followed by positive reinforcement so that the learner can feel the response. Last is the feedback; it is the information which learner receives and indicates in the quality of his response. This response must be given as quickly as possible to make sure successful learning (Leslie, 1990).

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. In an employment contract, performance is deemed to be the accomplishment of a commitment

in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and training is a way of increasing individual's performance (Cooke, 2000). Kenney et al., (1992) stated that employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance. While much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. Job characteristics and firm background were found to play key roles in determining training provision. Workers who received off-the-job training were less likely to receive on-the-job training, while those who received on-the-job training were neither more nor less likely to have received off-the-job training.

However, a complementary relationship was found between receiving informal training and receiving on-the-job or off-the-job training. Earnings differentials were not found to correlate with different types of training. Unlike in developed countries, training in China was usually intended to remedy skills deficiencies, rather than enhance productivity (Ying Chu Ng, 2004). There is a positive relationship between training and employee performance.

Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Benedicta and Appiah, 2010). It is obvious that training plays an important role in the development of organization, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that train their employees and that organizations

that do not (Benedicta and Appiah, 2010). Organization that is dedicated to generating profits for its owners (shareholders) and providing quality service for its customers and beneficiaries usually invest in the training of its employees (Evans and Lindsay, 1999).

Galindo-Rueda (2005) noted that there is considerable interest amongst organizations as to which type of workplace characteristics are more conducive to higher levels of productivity. Investment in human capital through higher qualifications and training is considered as a key step towards achieving sustained long-term productivity. Despite the fact that these investments provide direct return to employees who benefit from them there is little direct evidence about possible wider returns. Wider returns arise when internally workers seem to gain from skill acquisition but firms also gains to an equal or greater or lesser extent. There has been a good deal of empirical research that examines the connection between productivity and human capital in the form of human skills at the national and local levels but not until recently at the micro level of the organization. In this research focus was on the influence of employee skills levels on employee performance. The ILO report (2008) points out that training for new skills gives opportunity for better career paths within the organization, higher income and employability. In addition it is recognized that new skills are required for organizations to remain competitive and be able to retain their workers.

Mutsotso (2010) points out that education and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations. It further causes employees to exhibit higher feelings of satisfaction, motivation and consequently increase in production. This therefore means organizations that have high capacity building are likely to experience increased performance characterized by a motivated workforce. Skills building initiatives are very important to employees. Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees. While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work which in turn leads to increased employee performance. However this development depends on the individual employee's willingness to develop, organizational culture, top

management attitude and organizational opportunities for growth. Gong (2009) in his study noted that managers play a great role in building employees creativity. They need to create conditions for the learning orientation to take hold and bring forth creativity. They are instrumental in providing an environment that stimulates and nourishes creative self-efficacy. They need to serve as creative models; they can instruct their employees on creativity-relevant skills and provide hands-on opportunity to apply these skills. Creativity is significant since it provides opportunity to learn new skills and hence improve on employee productivity.

2.6 Working conditions and the performance of employees

According to business dictionary “Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training”.

The environment is man’s immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today’s business world. Today’s workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. This is so because light has a profound impact on worker's/people's physical, physiological and psychological health, and on their overall performance at the workplace. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998; Veitch & Gifford, 1996).

Closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office, allows staff a greater amount of privacy than an open plan office layout. They have the chance to work in peace and quiet, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing. It offers employees a thinking fame or be creative without much interruption (Mwbex, 2010). In the open office plan, noise existence is stressful and demotivating, posses' high level of distraction and disturbance coupled with low privacy level (Evans & Johnson, 2000).

Firms that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Fosfuri et al., 2001; Glass and Saggi, 2002).

According to Yesufu (1984), the nature of the physical condition under which employees work is important to output, Offices and factories that are too hot and ill ventilated are debilitating to effort. There should be enough supply of good protective clothing,

drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect.

This push for more productivity from public sector agencies is not a new phenomenon. These factors may be important; yet, believing that the attitudes and management styles of mid-level managers are what really influences employee productivity.

Bornstein (2007) states that in organizations where employees are exposed to stressful working conditions, productivity are negatively influenced and that there is a negative impact on the delivery of service. On the other hand if working conditions are good, productivity increase and there is a positive impact on the delivery of service.

2.7 Theoretical Framework

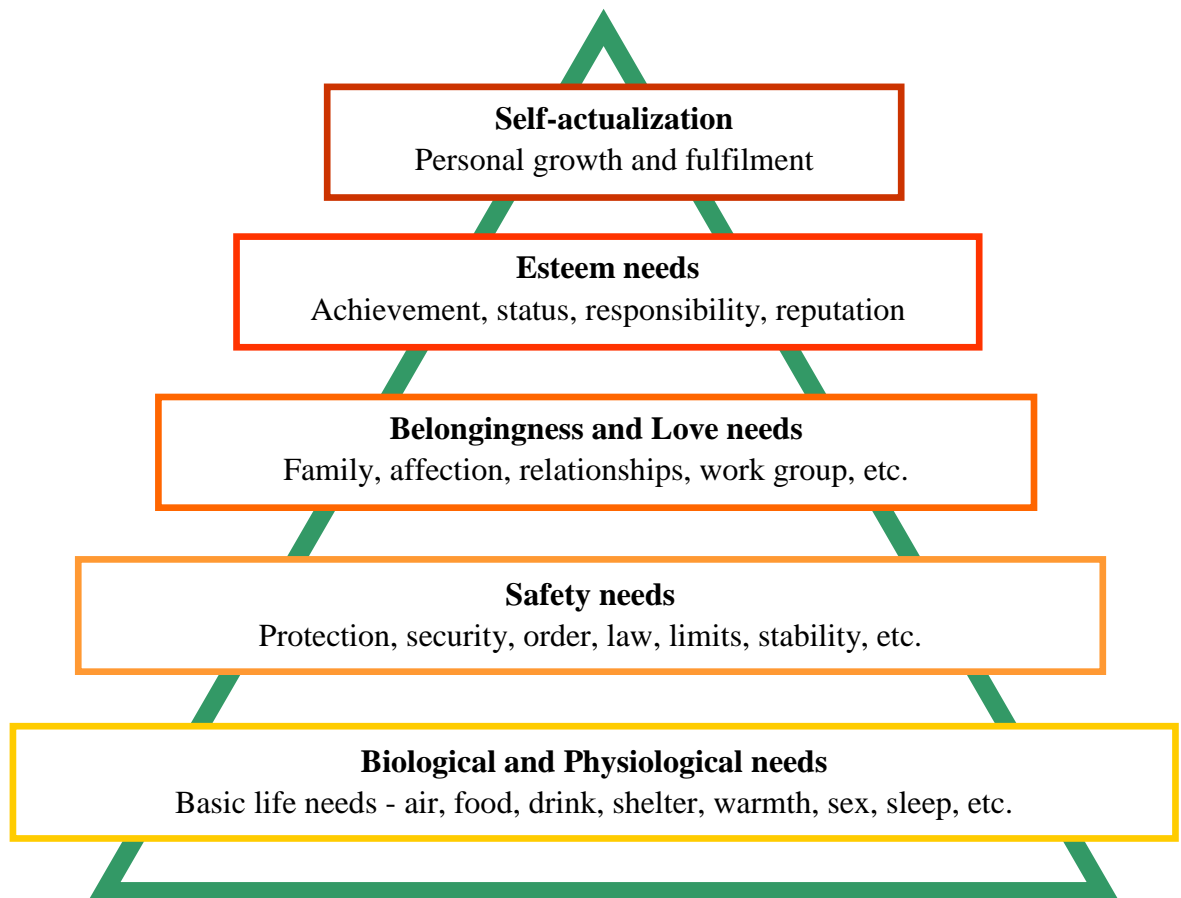
Employee's performance refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory job performance (McNamara, 2005).

Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees' performance (Gordon, 1965). According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on.

Firstly, individuals are motivated by Psychological needs: By Maslow this psychological needs forms the basic need for survival and this may include food, warmth, clothing and shelter. When people are hungry, don't have shelter or clothing, there are more motivated to fulfill these need because these needs become the major influence on their behavior. But on the other hand when people don't have a deficiency in those basic needs (psychological needs), their needs tend to move to the second level where it is equally seen by Maslow as the higher order of needs. The second level is seen as the security needs: Security tends to be the most essential need to people at this level. This is expressed in safety in the employee's health and family. The third level of needs by Maslow was the social needs. When feeling secured and safe at work, employees will now place job relations as their focus that is trying to build up a good friendship, love and

intimacy. As we keep moving up the ladder we will have self-esteem needs: This fourth level of needs by Maslow presents the recognition to be accepted and valued by others. The highest or last level of Maslow's need is self-actualization needs: Self actualization was to develop into more and more what one is to become all that one is competent of becoming.

Figure 1: Maslow' Hierarchy of Needs



Source: *Motivation and Personality* by Abraham Maslow, 1954

The aforementioned theory may be applied to the roles of organizational cultural and human resource management in improving employee's performance despite some criticism or limitations of the theory. While some research has shown support for

Maslow's theory, others have not been able to substantiate the idea of a needs hierarchy that is considered to be influenced by Western culture, and thus cannot apply to all scenarios (Richard, 2000).

2.8 Conceptual framework

A conceptual framework is a graphical or diagrammatic representation of the relationship between variables in a study Mugenda and Mugenda (1999). He further notes that it is a hypothesized model identifying concepts under study and their relationships. Figure 2.1 shows the conceptualization of the dependent and independent variables of the study depicting how they are related. The independent variables in the study, points out the determinants of employee performance in the County Government which includes; attractive compensation/remuneration, leadership styles of managers, employee training and development, and favorable work environment/conditions. The dependent variable in the study is; employee performance. There are also intervening variables which include; government policies and the moderating variables which include; work-human life balance.

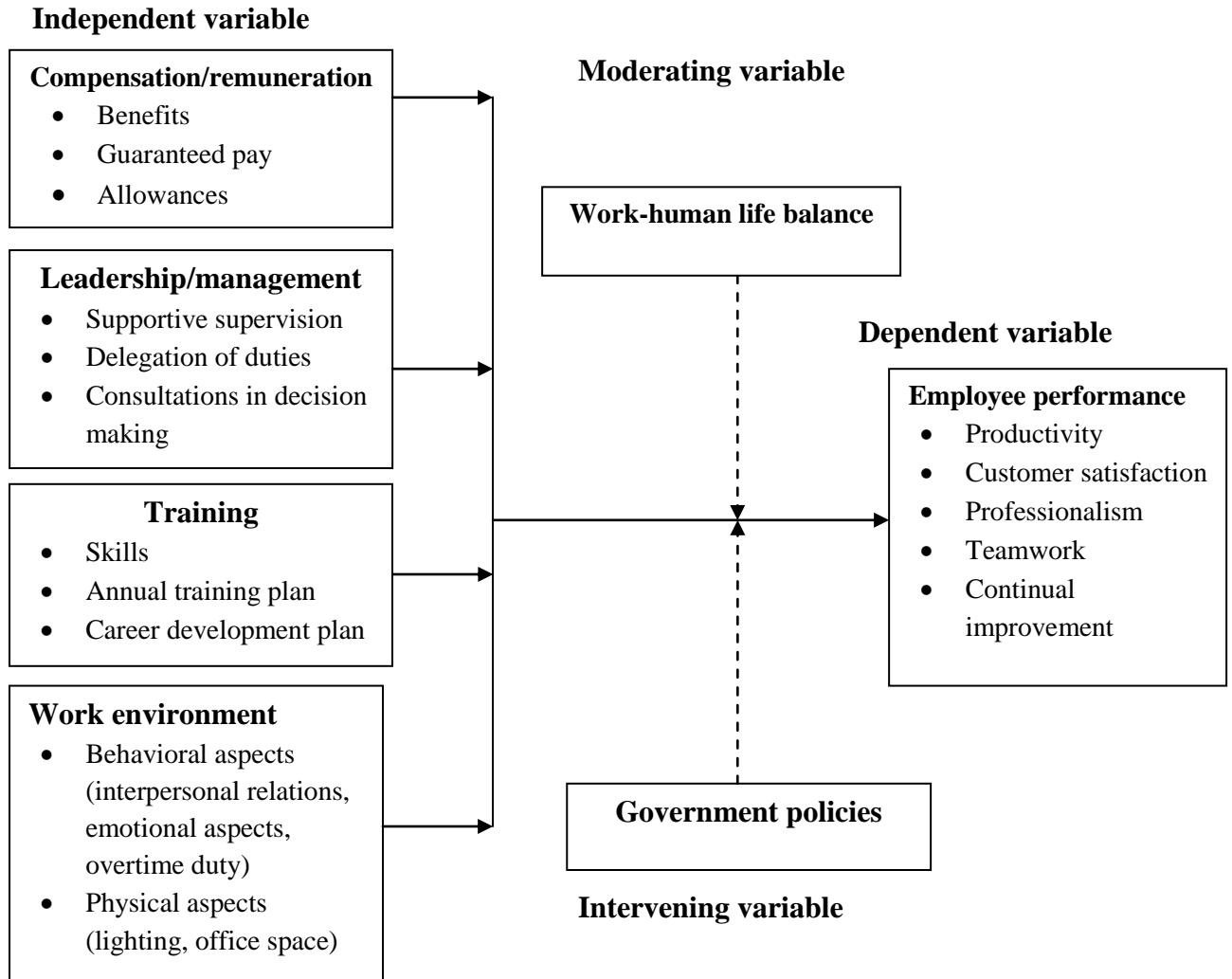


Figure 2: Conceptual framework

2.9 Summary of the Literature review

In response to the prevailing organizational performance gaps performance management allows managers and supervisors to use tools and processes to enable staff to do their best in their respective job roles and assignments. Researchers have investigated factors affecting employee performance over the years with a number of views and theories being generated. It is evident from various researches that there cannot be uniform definition or standard measure of performance since what constitutes performance varies among different sectors. Researchers in their definitions agree to the fact that employee

performance is determined by several factors and they assert that integrated investment in workers, technology, research and development and progressive human resources and remuneration policies are key to high performance.

From the literature it is evident that employee performance is important to an organizations survival yet it is in Africa and south Asian countries (except India) where employee performance and labor productivity is not very encouraging. Similarly the impact of employee performance in the overall performance of an organization cannot be ignored.

The employee performance cannot be increased merely by increasing the focus on the authority, discipline and control in the organizations (Hart & Willower, 1994). Training given to the employees improves their performance by the way of development in their skill (Harel & Tzafir, 1999). McEvoy (1997) concludes training of the employees can improve their commitment level, knowledge sharing and their honor to work in the organization. Burke and Day (1986) found that the managers' performance can also be amplified in the organization by the way of providing them training.

Good Performance supposes to be a building block for career development. If an employee has good performance in his organization then there are high chances that other competitive organization would get attracted towards that employee and offer him a handsome package in their organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Methodology refers to the application of the principles of data collection methods and procedures in any field of knowledge to help answer research questions. This section will describe research design, target population, sampling design and sample size, data collections methods that will be used, validity and reliability of research instruments and data analysis techniques that will be used.

3.2 Research Design

This study adopted a descriptive survey research design. Mugenda and Mugenda (1999) perceives a survey as an attempt to collect data from members of population in order to determine the current status of that population with respect to one or more variables.

The descriptive survey research design was suitable because the researcher collected data and reported the way the situation was without manipulating any variables.

3.3 Target population

The target population was all the employees of County Government of Bungoma. The County Government of Bungoma Databank (2015) indicated that the organization had a total of 5,900 employees spread between three broad categories namely; top management with 590 employees, middle level management with 1770 employees and lower level management/ support with 3540 employees. The target population in the study who were County Government of Bungoma staff was viewed to be sufficient to allow for generalizations on determinants of employee performance in County government of Bungoma and the wider County government of Kenya.

3.4 Sample size and sampling procedure

This section described the sample size and sampling procedure that was employed in the study.

3.4.1 Sample size determination

The formula according to Yamane 1967 was employed to obtain the sample size. According to Krejcie and Morgan (1970) Simple random sampling technique was used to obtain a sample from target population.

$$n_0 = \frac{N}{1 + N(e)^2}$$

n_0 = Sample size

N = Population size

e = Precision (5%)

$$n_0 = \frac{5900}{1 + 5900(0.05)^2} = 375$$

Total sample = 375

3.4.2 Sampling procedure

The study utilized stratified sampling in the selection of the sample. Employees in County Government of Bungoma were clustered into three strata. The strata were based on three broad employee categories in the organization; top management, middle management and low level management. Simple random sampling was applied to select individuals in the respective strata.

Table 3.1: Sampling matrix

Category	Target population			Sample		Sample
	Permanent	Contract	Total	Permanent	Contract	
Top level	472	118	590	30	7	37
Middle level	1416	354	1770	90	23	113
Low level	2832	708	3540	180	45	225
TOTAL	4720	1180	5900	300	75	375

3.5.1 Questionnaires

Questionnaires were distributed to randomly selected staff in their respective offices. It provided an opportunity for respondents to think through their answers and consult where necessary. Since the questionnaires were self-administered they were pre-tested to ensure elimination of vague questions for ease of understanding. Mugenda and Mugenda (2003) notes that using questionnaires that are well structured guide respondents to provide relevant and precise information needed for the research.

They also make tabulation of information much easier among other benefits of using the tool.

3.5.2 Document Analysis

Document review was conducted to provide institutional knowledge and documented facts on employee performance in the recent past. This included records of previous performance, employee turn-over and skills inventory.

3.6.1 Validity of Research Instrument

Validity is the extent to which the instrument measures what it appears to measure according to the researcher's subjective assessment (Nachmas, 1958). A research instrument is valid depending on how the data collected is related in terms of how effective the items have sampled significant aspects of the purpose of the study. A pilot study was conducted to help establish content validity of the instrument. The questionnaire questions were constructed using valid wordings with logical sequencing of questions to ensure logical flow of information and thought process of respondents. The research instrument was also reviewed and amended by experts in the area of study.

3.6.2 Reliability of research instruments

Koul (2003) states that the reliability of a test refers to the ability of that test to consistently yield the same results when repeated measurements are taken of the same individual under the same conditions.

To establish the reliability of the questionnaires the instrument was provided to a total of 37 respondents (at least 10% of the sample size) from the neighboring County

government of Kakamega. The reliability of items was based on the estimates of the variability among the items. The reliability coefficient was determined using the Using the Pearson Product-Moment Correlation Coefficient formula the correlation coefficient obtained was 0.5. This means the items in the questionnaire were deemed sufficient.

3.7 Data Collection Procedures

A letter was obtained by the researcher from the University of Nairobi and from the National Council of Science and Technology to be given permission to conduct research. The researcher carried the letter during data collection and presented to human resources manager to be given permission to conduct research. The researcher proceeded to collect data after permission was granted.

3.8 Data Analysis and Presentation

In the study both qualitative and quantitative data were collected. Data was classified according to the properties that characterize each of them. Respondents' total scores and percentages were used to analyze data. Respondents' scores were presented in descriptive statistics using tables and percentages. Cross tabulation and triangulation was done to ensure bias and misrepresentation of facts was put in check.

3.9 Ethical considerations

The subjects in this study were not required to use their names or provide any form of identification. Full consent of all respondents was sought before the questionnaires were administered. All subjects were assured of total confidentiality and the data obtained was used for research purpose only. The study did not create any form of risk to participants or cause any form of anxiety. There were no direct benefits to the subjects but the results are expected to be of value to the entire organization.

3.10 Operational definition of variables

Table 3.2 Operational definition of variables

Variable	Operational Definition	Indicator or Measure	Scale
Good employee performance	Optimal employee productivity as a result of efforts based on measured performance outcomes	<ul style="list-style-type: none"> • Meeting performance targets • Going beyond the set performance targets • Improved motivation 	Ordinal scale
Compensation/remuneration	The compensation package includes salary and other types of work related benefits that an employee is entitled to by virtue of being in employment.	<ul style="list-style-type: none"> • Frequency of salary reviews • Employee satisfaction with an organizations benefits package • Equitability of the administered benefits package 	Ordinal scale
Leadership/management	This is the type of the formal relationship that exists between the supervisor and the supervisee in a work environment. An enabling relationship that allows creativity and autonomy geared towards improved output is perceived as a good leadership style.	<ul style="list-style-type: none"> • Regular consultations with supervisors • Guidance and leadership from the supervisors • Provision of advice to supervisor by the supervisee • Availability of coaching and mentorship opportunities • Frequent use of delegation to achieve results 	Ordinal scale
Training	Processes of enabling employees acquire skills (soft and technical) to improve on their performance and mastery of their areas of specialization.	<ul style="list-style-type: none"> • Frequency of trainings during the employment period • Access to training and career development programs • Availability of skills development programs 	Ordinal scale
Favorable work environment/conditions	Entails work procedures, the physical design of workplace, protective and healthy equipment and flexible work schedule.	<ul style="list-style-type: none"> • Ample Working space • Well defined Stipulated leaves • Practical Work rules • Well defined terms of service • Availability of enough required tools and equipment 	Ordinal scale

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents and discusses the analysis of the data collected from the various respondents. The data was interpreted according to research questions. The data analyzed and presented in form of frequency and percentage tables. It also contains summary of data analysis of all the five variables remuneration/compensation, leadership, training, work environment/conditions and employee performance in the County government.

4.2 Questionnaire response rate

The study targeted 375 respondents and 320 questionnaires were returned for analysis giving a percentage of 85%. The response rate was achieved since the study was conducted in an organization where the researcher works, as well as good coordination of the data collection exercise which was supported by the organizations human resources management team.

4.3 Demographic characteristics of the respondents

Demographic is defined as statistical data about the characteristics of a population, such as the age, gender and income of the people within the population. When the census assembles data about people's ages and genders, this is an example of assembling information about demographic.

Table 4.1: Demographic characteristics of the sampled population

		Frequency	Percentage
Gender	Male	172	53.7%
	Female	148	46.3%
	Total	320	100%
Age	18 - 25 years	25	7.8%
	26 – 35 years	64	20%
	36 – 45 years	96	30%
	46 – 55 years	84	26.3%

	56 -59 years	51	15.9%
	Total	320	100%
Marital status	Single	60	18.8%
	Married	184	57.5%
	Divorced/Separated	48	15.0%
	Widowed	28	8.7%
	Total	320	100%
Level of education	University	94	29.3%
	College	116	36.3%
	Secondary	68	21.3%
	Primary	42	13.1%
	Total	320	100%
Professional qualification	Post graduate	12	3.7%
	Undergraduate	65	20.3%
	Higher diploma	44	13.8%
	Diploma	92	28.8%
	Certificate	95	29.7%
	None	12	3.7%
	Total	320	100%
Level of management	Top management	20	6.3%
	Middle management	98	30.6%
	Low management	202	63.1%
	Total	320	100%
Terms of service	Permanent	256	80%
	Contract	64	20%
	Total	320	100%

The results in Table 4.1 shows that 53.7% (n= 172) of the sampled population were male and 46.3% (n=148) were female. These results show that there is fair gender distribution in the organization. The table also shows that 7.8% (n=25) of sampled population were in

the age bracket of 18 – 25 years, 20% (n=64) were in the bracket of 26 -35 years, 30% (n=96) were in the bracket of 36 - 45 years, 26.3% (n=84) were in the bracket of 46 – 55 years and 15.9% (n=51) were in the age bracket of 56 – 59 years. The results reveal that most of employees were over 25 years of age.

The Table 4.1 further reveals that 18.8%, 57.5%, 15%, and 8.7% of respondents were single, married, divorced/separated and widowed respectively.

Regarding level of education, the table shows that 29.3% (n=94) had university level of education, 36.3% (n=116) had college level, 21.3% (n=68) had secondary level and 13.1% (n=42) had primary level of education. On professional qualification the table shows that 3.7% (n=12) had post graduate degree, 20.3% (n=65) had under graduate degree, 13.8% (n=44) had higher diploma, 28.8% (n=92) had diploma, 29.7% (n=95) had certificates and 3.7% (n=12) had no professional qualifications. These findings show that County government had employed staff with diverse education and professional qualification levels and chances of conflict due to misinterpretation of information and of directives were unavoidable. The sample therefore provided an ideal sample whose performance would be related to compensation/remuneration, leadership style, training and work environment/conditions.

A total of 6.3% (n=20) of the employees were in the top management level, 30.6% (n=98) were in the middle management level and 63.1% (n=202) were in the lower management level. The employee population increases down the hierarchy from top to lower management level.

The table also reveals that on terms of service 80% (n=256) of employees were on permanent basis and 20% (n=64) were on contract basis.

4.4 The influence of compensation on employee performance

In order to determine good influence of employee compensation and benefits packages on employee performance, respondents were asked to state their perceptions towards the current benefits packages in the organization. The results were tabulated in table 4.2 and table 4.3.

Table 4.2: The compensation package influences employee performance

	Frequency	Percentage
Strongly agree	106	33.4%
Somewhat agree	123	38.3%
Neutral	38	11.6%
Somewhat disagree	32	10.0%
Strongly disagree	21	6.7%
Total	320	100.0%

Table 4.2 indicates that 33.4% of the respondents strongly agreed that the organizations' employee compensation influences employee performance, 38.3% somewhat agreed, 11.6% neither agree nor disagree while 10% somewhat disagreed and 6.7% strongly disagreed that the organizations' compensation influences employee performance. The responses imply that a significant number of employees in the organization agree that employee compensation influences employee performance a few who did not agree further explained that their organization sometimes delayed in compensating them for the work done yet this is a major motivating factor for good performance.

Table 4.3: The reaction of employees on the organization’s employee compensation package.

Item		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Guaranteed pay is paid on time	Pearson Correlation	1	-.998*	-0.598	0.163	0.634
	Sig. (2-tailed)		0.039	0.572	0.876	0.563
	N	375	375	375	375	375
Benefit package is fair and Equitable	Pearson Correlation	-.998*	1	0.553	-0.217	-0.676
	Sig. (2-tailed)	0.035		0.627	0.861	0.528
	N	375	375	375	375	375
Allowances are paid well in my organization	Pearson Correlation	-0.598	0.553	1	0.693	0.24
	Sig. (2-tailed)	0.592	0.627		0.512	0.846
	N	375	375	375	375	375

From correlation table 4.3, all the variables have a relationship with each other at 0.05 significant level. We can therefore derive the findings that guaranteed pay on time, benefit package that is fair and equitable and allowances paid well have a positive relationship on staff performance.

From the findings it shows that County government has a clear policy for employee compensation. This has enhanced performance and cultivated a motivated work force. In their responses however they agree that there were some benefits that should be

incorporated in the benefits package such as the gratuity. As noted by Nawab (2011) compensation management can affect job satisfaction and employees organizational commitment. A similar sentiment is also shared by Grud (2008) as they note that extraordinarily high wage increases do not translate to increased performance and as such how organizations formulate their rewards policy determines their success. It is important to note that a high staff turnover has a negative effect on employee performance and the organization as a whole.

4.5 The influence of leadership on employee performance

In order to determine the influence of leadership style on employee performance, respondents were asked to state their perceptions of their supervisors' leadership styles which are; authoritarian, democratic and laissez - faire styles.

An authoritarian leadership style is being used when a leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates. This leader has full control of the team leaving low autonomy within the group while democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality and the laissez-faire leadership style is where all the rights and power to make decisions is fully given to the employee. The results were tabulated in table 4.4

Table 4.4: Description of managers or supervisors leadership style

	Frequency	Percentage
Authoritarian	60	18.8%
Democratic	197	61.6%
Laissez – faire	43	13.4%
No – response	20	6.2%
Total	320	100.0%

Table 4.4 depicts that employees agreed that their managers and supervisors were democratic (61.6%), Authoritarian (18.8%), laissez faire (13.4%) while only 6.2% of the employees reported their supervisors to be autocratic. From the responses it is evident

that County government managers are democratic setting ground for staff to excel in their duties and responsibilities. Democratic working environments allow staff to express their views while at the same time participating in decision making which creates a sense of ownership to work and process decisions. This enables individual employee and the organization at large to improve performance.

Table 4.5: Supervisor’s competence, focus on deliverables and maintenance of harmonious working relationships

		Correlations				
Item		Competent supervisor	supportive	Focused	Timely feedback	Delegation
Strongly agree	Pearson Correlation	1	.866	.000	-.693	-.924
	Sig. (2-tailed)		.333	1.000	.512	.249
	N	3	3	3	3	3
agree	Pearson Correlation	.866	1	-.500	-.961	-.610
	Sig. (2-tailed)	.333		.667	.179	.582
	N	3	3	3	3	3
neutral	Pearson Correlation	.000	-.500	1	.721	-.381
	Sig. (2-tailed)	1.000	.667		.488	.751
	N	3	3	3	3	3
disagree	Pearson Correlation	-.693	-.961	.721	1	.366
	Sig. (2-tailed)	.512	.179	.488		.761
	N	3	3	3	3	3
Strongly disagree	Pearson Correlation	-.924	-.610	-.381	.366	1
	Sig. (2-tailed)	.249	.582	.751	.761	
	N	3	3	3	3	3

Table 4.5 depicts that there is a strong relationship between supervisor competence and supportive supervisor at 0.866. The responses depict an effective supervisory/management team in the organization which is essential in ensuring that

employees put in their best towards work performance. The responses depict a working environment that has embraced delegation and correctional leadership all well known for cultivating a conducive working environment in an organization.

Table 4.6: Employee freedom to objectively express feelings.

	Strongly agree	Agree	Somewhat agree	Disagree
Free to express feelings	62.1%	29.3%	8.6%	-

In Table 4.6, 62.1% of the respondents strongly agreed that they were free to objectively express their feelings about work to their supervisor, 29.3% agreed while 8.6% somewhat agreed that they were free to express their feelings about work to their supervisors. This therefore implies that County government practices supportive leadership and embraces dialogue in its management processes. This sets the stage for propelling employees to higher performance levels thereby improving the organizations general performance.

Guest (2010) note that relations between managers and employees have a significant effect on productivity. From the study findings respondents said that the leadership style exhibited in the organization is democratic (58.3%) and those supervisors focused more on deliverables and maintained a harmonious working relationship with their supervisees. As pointed out by Suttorn (2010) bosses are expected to take charge effectively of the team they lead and make it safe for the team to learn, act and take intelligent risks. This view is not any different from the study findings where respondents (61.7%) confirmed that their supervisors’ delegated duties and 54.4% of their supervisors are competent and match their duties.

Respondents are also in agreement that their supervisors were competent and well knowledgeable about their work and a significant percentage 62.1% strongly agreed that they were free to approach their supervisors and objectively share their feelings. This further confirms that leadership style cannot be ignored when focusing on improved performance and that a mix of good leadership coupled with corrective discipline adds up to improved performance.

4.6 The influence of training and development on employee performance

In order to determine the influence of employee training and development in the organization, respondents were asked to state their perception of career growth in the organization. The results were tabulated in table 4.7 and 4.8.

Table 4.7: Employee career development in the organization

	Strongly agree	Agree	Somewhat agree	Disagree
Existence of clear career path	30%	26.7%	31.7%	11.5%
Availability of employee development programs	28.3%	30%	30%	11.7%

In Table 4.7, 102 (31.7%) of the respondents somewhat agreed that the organization had clear career path, while 96 (30%) of the respondents strongly agreed, 85 (26.7%) agreed and 37 (10%) were of a different opinion and reported to disagree that there was no clear career growth path in the organization. Out of the employees who agreed that there was clear path for growth, most reported that the organization offered online courses, study leave and a conducive environment that was in line with their career growth while those who were not in agreement reported that the career path for growth was not clear in the organization . It is evident from the responses that the organization places a lot of importance on employee training and development initiatives. Looking at the percentage totals 11% of the respondents were in disagreement and seemed to provide insights into how well training and development should be improved in the organization.

Similarly 96 (30%) of the respondents agreed and 96 (30%) somewhat agreed that employee career development programs are offered in the organization , 91 (28.3%) strongly agreed on the same while only 37 (11.7%) disagreed that employee training and development was not offered in the organization .Out of those who agreed 31.7% that there were training and development opportunities in the organization with short courses offered in the organization, 28.3% reported that there was no clear training plan in the organization and that growth opportunities were limited for employees and any growth

was more organization focused than employee focused. Here it is evident that career growth is linked to training and development and they both draw a lot of attention from the organization and respondents.

Table 4.8: Employee training and development and promotion

	Strongly agree	Agree	Somewhat agree	Disagree
Promotion dependent on skill level	33.3%	41.7%	13.3%	11.7%
Continued skills building since employment	40%	46.7%	11.7%	1.7%

In Table 4.8, 133 (41.7%) respondents agree that chances for promotion were dependent on level of skills and experience acquired, 107 (33.3%) strongly agreed, 43 (13.3%) somewhat agreed while 37 (11.7%) disagreed that chances for promotion was based on skills and experience acquired. In addition 149 (46.7%) said that since they joined the organization they have continued to gain skills, 128 (40%) strongly agreed on the same, and 37 (11.7%) somewhat agreed while 5(1.7%) disagreed that they have not acquired any new skills since joining the organization. It is evident here that the organization has continued to build skills and competencies of its employees over time and pegs employee promotion on skills levels.

4.6.1 Employee training and development planning in the organization.

Following the value attached to training and development by the respondents the study sort to establish if there existed an operational training and development plan in the organization that was well understood by employees and implemented by the organization. The responses are tabulated in table 4.9.

Table 4.9: The existence of organizations annual employee training plan

	Frequency	Percentage
Yes	21	6.7%
No	235	73.3%
Non response	64	20%
Total	320	100.0

As indicated in the Table 4.9, 235 (73.3%) of the respondents reported that the organization did not have an annual employee training plan, 64(20%) didn't indicate whether or not the organization had a plan while only 21 (6.7%) of the respondents said that the organization had a training plan. Similarly 21 (6.7%) of the respondents reported the plan to have been implemented while only 1 (1.7%) reported that the plan was not implemented as planned. The employees who said the training plan was not implemented cited the following suggestions; 25% said that the organization should focus more on employee training, 8.3% suggested that the training plan should be re-designed, while the rest were of the opinion that it should be included in the organizations human resources management policy. There were suggestions that the training plan should be shared with employees while others suggested that the plan should be included in the organization's annual work plan.

From the study findings training and development seems to be a strategic link in improved employee performance. Majority of the employees (75%) said that they had chances of being promoted based on their skills and experience and they had continued gaining skills since they joined the organization. The findings confirmed that the organization did not have an annual training plan (73.3%). This therefore means if the plan exists then majority of employees are not aware of its existence. As noted by Galido-Rueda (2005), investment in human capital through higher qualifications and training is key towards achieving sustained long term growth. This sentiments were echoed by respondents in the study and relation between training and development and improved employee performance was significant this in essence means training and development is central in improving employee performance. Mutsotso (2010) points out that education

and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations. This therefore means organizations that embrace capacity building are likely to experience increased performance characterized by a motivated workforce. Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees. While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work which in turn leads to increased employee performance. However this development depends on the individual employee's willingness to develop, organizational culture, top management attitude and organizational opportunities for growth. With regard to these respondents suggested that a clear training and development plan needed to be put in place and or redesigned and fully implemented. This study further echoes similar sentiment, other works highlighting the fact that training and development is fundamental for any organization to realize sustained improved performance. There is a clear value attached to training and human capital development in this study.

4.7 The influence of work environment on employee performance

In order to determine the influence of work environment/conditions in the organization, respondents were asked to state their perception of factors that affect employee's attitude and the physical factors. The results were tabulated in table 4.10 and 4.11.

Table 4.10: Behavioral Factors Affecting the Employee's Productivity at the workplace:

	Strongly agree	Agree	Somewhat agree	Disagree
Emotional factors	53.3%	21.7%	15.5%	9.5%
Interpersonal relationships	31%	47.6%	12.7%	8.7%
Over time duty	21.3%	28.9%	37.4%	12.4%

From the table 4.10, Employee's attitude at the workplace is affected by factors like interpersonal relations, emotional factors and overtime duty. The emotional factor is one

of the leading factor that affect the employees' attitude since 53.3% strongly agreed that it influenced the employee performance in the organization, 21.7% agreed, 15.5% somewhat agreed and 9.5% disagreed that emotional factors influenced the employee performance in the organization.

47.6% of the respondents agreed that interpersonal relations had an influence on the employee performance, 31% strongly agreed, 12.7 % somewhat agreed and 8.7% disagreed that interpersonal relations had an influence on the employee performance. 21.3% of the respondents strongly agreed overtime duty had an influence on the employee performance, 28.9% agreed, 37.4 % somewhat agreed and 12.4% disagreed that overtime duty had an influence on the employee performance.

Table 4.11: Physical Aspects Influencing Employee's Performance at the Workplace

	Strongly agree	Agree	Somewhat agree	Disagree	Rank
Close office plan	14.8%	50.8%	24.8%	9.8%	3
Clean and decorative office	19.5%	50.3%	25%	5.5%	4
Lighting	17.5%	42.5%	26.8%	13.3%	1
Absence of noise in the office	13.0%	51.4%	24.8%	10.8%	2
Moderate room temperature/ventilation	21.0%	37.8%	33.5%	7.8%	5
Open office space	22.8%	51.3%	16.8%	9.3%	6

From Table 4.11, 50.8% of the respondents agreed they had close office plan, 24.8% somewhat agreed, 14.8% strongly agreed and 9.8% disagreed. This aspect was rank number 3 on its influence on employee performance. 50.3% of the respondents agreed their offices were clean and decorative and had effect on their performance and 5.5% disagreed and ranked this factor at number 4 on its influence on employee performance. 42.5% agreed that there was enough lighting in their workplace and 13.3% disagreed. The employees ranked highest Lighting as the most motivating factor under workspace that will affect their performance and full concentration on assigned duties. 51.5% of the respondents agreed there was no noise in their workplace that influenced their

performance, 24.8% somewhat agreed, 13% strongly agreed and 10.8% disagreed. This aspect was rank number 2 on its influence on employee performance. 37.8% of the respondents agreed there was enough ventilation in their workplace, 33.5% somewhat agreed, 21% strongly agreed and 7.8% disagreed. This aspect was rank number 5 on its influence on employee performance. 51.3% of the respondents agreed they had enough office space, 16.8% somewhat agreed, 22.8% strongly agreed and 9.3% disagreed. This aspect was rank number 6 on its influence on employee performance.

Table 4.12: Satisfaction of employees on overall work environment

	Frequency	Percentage
Yes	21	84%
No	235	16%
Total	320	100.0

Overall satisfaction has been exhibited in Table 4.12. Only just 16% of employees in the County government are dissatisfied with the overall working conditions. 86% of the employees are happy to be a part of the organization.

The finding shows that a quality lighting programme will boost productivity and performance reduce fatigue and eyestrain (assurance of good health for worker), thereby increasing organizational productivity. A better lighting at the workplace will help prevent accidents, help workers improve eye-hand coordination and thereby improve productivity and lower rejection/defective rates. The company also realizes intangible benefits that are associated with better employee morale, reduction in accident rates because workers can see what they are doing better. This is in line with the finding of Hameed and Amjeed (2009) that accomplishing daily task with dim light by employees causes eyestrain, headaches and irritability. Due to these discomforts employees performance are greatly reduced.

The finding showed that the absence of noise increased workers productivity due to less distractions and reduction in job-related stress. It is line with Bruce (2008) finding that

reduction in workplace noise reduces physical symptoms of stress by as much as 27% and performance of data-entry workers increased with a 10% improvement in accuracy. Similarly, good ventilation and room temperature increased productivity and reduces stress in workers. Moloney (2012) confirmed this when it was established that controllability of system for thermal comfort and lighting improved productivity of workers between 0.2 and 3 percent.

Though workers are dissatisfied with “open plan” office because of distractions that prevent workers from concentrating on their tasks, however, the prevalence of this finding shows that employers, on one hand, favour the open plan because it is cheaper to construct and more flexible to reconfigure them, the conventional private or cellular officer layout, while employees, on the other hand, prefer the open plan because it facilitate communication and enable workers to exchange information rapidly and informally. Some employees agreed that the open office keeps all employees at the same level with the managers working in the same space as the newest member of staff. This finding is in line with Mwbex, 2010; O’Neil, 2008 that open plan office help employees to engage with one another on a more regular and informal basis, and fosters an environment of mutual support and cooperation. In general, the physical layout of the workplace along with efficient management processes will guarantee the improvement of employees’ productivity and organizational performance (Gensler, 2006; Uzee, 1999).

4.8 Employee understanding of performance in the organization

To establish employees’ understanding of; performance, participation in setting performance targets and the general understanding of performance management in the organization, respondents were asked to state their perceptions. The results were tabulated in Table 4.13 and 4.14.

Table 4.13: Do you understand your performance targets clearly?

	Frequency	Percentage
Yes	299	93.3%
No	21	6.7%
Total	320	100.0

As illustrated in Table 4.13, 93.3% agreed that they understand their performance targets clearly while only 6.7% do not understand their performance targets clearly. Out of the respondents who understood their performance targets 56.6% reported that they set targets jointly with their supervisors in line with the organizational goals, while only 3.3% reported that their job roles were not clear as well as their performance targets. This implies that the organization has well informed employees who understand their job expectations.

Table 4.14 Performance management in the organization

	Strongly agree	Agree	Somewhat agree	Disagree
Realistic performance targets	69%	26%	3.4%	1.6%
Exceed performance targets	52.7%	40%	6%	1.3%
Existence of performance plan	36.5%	51.9%	11.5%	-

In Table 4.16, 69% of the respondents strongly agree that performance targets were realistic, 26 % agree while 3.4% somewhat agreed that the performance targets were realistic. 52.7% strongly agreed that they exceed their performance targets, 40% agree and only 6% somewhat agreed that they exceed their performance targets.51.9% agreed that there is clear performance management plan in the organization, 36.5% strongly agreed while 11.5% somewhat agreed that there is a clear employee management plan in the organization. The responses point to a work force that has clear performance targets hence the ability to have a workforce that meets its performance targets becomes a possibility to County Government employees.

Table 4.15 inferential statistics on factors determining employee performance

The study used inferential statistics in trying to reach conclusions that extend beyond the immediate data alone. Inferential statistics were used to infer from the sample data what the population might think or to make judgement of the probability of an observed difference between variables .The study correlated variables using the Pearson correlation .Correlation analysis was used to determine the relation between variables.

		Correlations				
		Strongly agree	agree	Neutral	Disagree	Strongly disagree
Strongly agree	Correlation Coefficient	1.000	.866	.000	-.500	-1.000**
	Sig. (1-tailed)	.	.167	.500	.333	.
	N	375	375	375	375	375
agree	Correlation Coefficient	.866	1.000	-.500	-.866	-.866
	Sig. (1-tailed)	.167	.	.333	.167	.167
	N	375	375	375	375	375
neutral	Correlation Coefficient	.000	-.500	1.000	.866	.000
	Sig. (1-tailed)	.500	.333	.	.167	.500
	N	375	375	375	375	375
disagree	Correlation Coefficient	-.500	-.866	.866	1.000	.500
	Sig. (1-tailed)	.333	.167	.167	.	.333
	N	375	375	375	375	375
Strongly disagree	Correlation Coefficient	-1.000**	-.866	.000	.500	1.000
	Sig. (1-tailed)	.	.167	.500	.333	.
	N	375	375	375	375	375

** . Correlation is significant at the 0.01 level (1-tailed).

From the above correlation table all the variables have a relation with each other at 0.01 significant level. We can therefore derive the findings that remuneration, leadership/management, training and work environment are key determinants of employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section of the report represents a consolidated summary of findings, conclusions, study recommendations and suggestions for further investigations. The objectives of the study was to; determine the influence of compensation/remuneration on employee performance, establish the influence of leadership style on improved employee performance, determine the influence of training and development on improved employee performance and to establish the influence of work environment/conditions on performance. Findings of the study confirm that employee performance is determined by a combination of organizational and individual factors.

5.2 Summary of findings

Data collected from sampled respondents enabled the study to evaluate factors influencing employee performance in County government in Kenya, Bungoma County as a case example. Factors examined by the study include; compensation/remuneration, leadership style, employee training and development and work environment/conditions. Each of these factors was assessed on the extent to which it influences improved employee performance in County governments in Kenya.

From the study it is evident that there is clear policy for rewarding and compensating employees and this enhanced their performance and motivated them to work even harder. 86.5% of employees agreed that they were comfortable with their current salary and benefits package. This therefore confirms that County government is among the better paying organizations in the government sector. This could be the reason attributed to the organizations ability to retain their employees. It is important to note that a high staff turnover has a negative effect on employee performance and the organization as a whole.

In regard to the leadership style, employees said that it was democratic (58.3%) and their supervisors focused more on deliverables and maintained a harmonious working relationship with the junior staff. This greatly motivated the employees to work well.

Respondents (61.7%) confirmed further that their supervisors' delegated duties and 54.4% of their supervisors are competent and match their duties. Harmonious/conducive working environment is bound to improve employee performance. This finding clearly demonstrates where employees in the organization derive their desire to excel and succeed. They were also in agreement that their supervisors were competent and well knowledgeable about their work and a significant percentage 62.1% strongly agreed that they were free to approach their supervisors and objectively share their feelings.

Majority of the employees (75%) said that they had chances of being promoted based on their skills and experience and they had continued to benefit from the organizations training and development policy by acquiring necessary skills which have been instrumental in improving their performance since they joined the organization. The findings confirmed that the organization did not have an annual training plan (73.3%) while 6.7% confirmed the existence of the plan. This therefore means if the plan exists then majority of employees are not aware of its existence. Similarly, if the plan exists then it was not fully implemented; hence employees suggested that the plan needed to be revised or redesigned and fully implemented to make it operational. From the study it is clear that employees attach great value to training and development as well as the general human capital development.

From the findings it is observed that employees ranked highest Lighting as the most motivating factor under workspace that will affect their performance. This is because good lighting will promote employee's health, reduction of workplace accidents and increased productivity. Second to influence them is absence of noise in the office there is less distractions and full concentration on assigned duties. The third, fourth, fifth and six factors that affect employee's performance under workspace are close office space plan, clean and decorative office, moderate room temperature/ ventilation and Open office space. These findings show that adequate ventilation in any workplace is essential for good health and productivity. A well-designed and efficient ventilation system reduces exposure to airborne hazardous substances thereby preventing work-related illness, absenteeism and turnover.

5.3 Conclusions

From the findings the following conclusions can be drawn:

On influence of compensation on employee performance, the findings shows that majority of the employees whose performance was poor complained that they were not compensated well and those who agreed that they were compensated performed well

On influence of leadership on employee performance, the findings showed that most of the employees were free with their supervisors and this enabled them to enjoy their work and achieve good performance as compared to those who did not agree that they had good leadership.

On influence of training and development on employee performance, the findings showed that the organization did not plan regular trainings for their employees and this affected their performance greatly and.

On influence of work environment/conditions on employee performance, the findings shows that favorable working conditions/environment boosts the performance of the employees.

5.4 Recommendations

To enhance employee performance in the County governments, the study recommends that there's need to;

- i. Develop and implement clear employee training and development programs that is employee driven to allow employees acquire the necessary skills and map out their career development plans which in turn has a positive effect on employee performance. Equally there is need to enhance supervisors' leadership and management skills to ensure that supervisors embrace positive leadership and management styles such as democratic leadership and allow employees feel that they are supported and natured by their supervisors. This is important since the

study has clearly shown that leadership styles have a significant effect on employee performance.

- ii. Ensure that employee motivation is natured in an organization by creating a conducive working environment, provision of clear compensation/remuneration policies, as well as ensuring timely feedback is provided to employees on issues touching on work performance. These coupled with laying down foundations of a good team environment will enhance employee performance.

5.6 Suggestions for further research

- Investigate how both internal and external factors play out in determining improved employee performance in the County government.
- Strategies aimed at eliminating corruption to ensure improved performance in the counties.

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APPENDICES

Appendix I: Letter of Transmittal



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION

Telegram: "CEES"
Telephone: KARURI 32117 & 32021
Our Ref:

P.O. BOX 30197, NAIROBI
or P.O. BOX 92, KIKUYU
KENYA

13th July, 2015

TO WHOM IT MAY CONCERN

REF: REQUEST FOR COLLECTION OF DATA – JANE CHEBET L50/72047/2014.

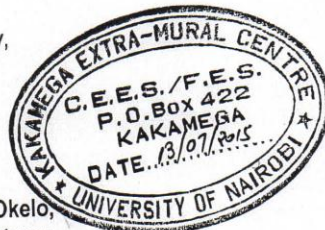
This is to confirm that the above named person of admission number **L50/72047/2014** is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra-Mural Studies, Kakamega Extra-Mural Centre Bungoma sub - center, taking a Course in Masters of Arts in Project Planning and Management. She is conducting a research study titled "Determinants of employees performance in the County Governments in Kenya; A case of Bungoma County. "

You have been selected to form part of the study. Kindly assist her to gather data on this topic, this information will be treated in strict confidence and will be purely used for academic purposes.

A copy of the final report will be availed upon your request.

Your assistance and cooperation accorded to her will be highly appreciated.

Yours faithfully,



Mr Stephen Okelo,
Resident Lecturer,
Kakamega & Western Kenya Area.

Appendix II: Research questionnaire

Dear respondent,

Kindly respond to the following questions to the best of your ability. This is an academic research geared towards fulfilling the requirements for the award of Master of Science Degree of University of Nairobi (UON). The information you provide will only be used to establish the effectiveness of attractive compensation/remuneration, friendly leadership, training and favorable work environment in improving employee performance. You are under no obligation to state your name or append your signature on this questionnaire. The information will be used confidentially only for the intended purpose.

Please answer the following questions by placing a tick in the appropriate box or giving the necessary details in the spaces provided.

Part I: Personal information

Please tick or select **ONE** applicable option

1. Please indicate;

i) Gender of the respondent

Female

Male

ii) Age of the respondent

18 – 25

26 – 35

36 – 45

46 – 55

56 – 59

iii) Marital status of the respondent

Single

Married

Divorced/ Separated

Widowed

2. What is your highest level of education?

- University
- College
- Secondary
- Primary

3. Please state your professional qualification

- Post graduate
- Undergraduate
- Diploma
- Certificate

Other (specify)

4. Which level of management do you belong?

- Top management
- Middle management
- Low management

5. What is your current title?

Remuneration/Compensation

No.	Statement	Strongly agree	Agree	Somewhat agree	Disagree
1	My current salary is always paid on time				
2.	The current employment benefits package is fair and equitable				
3.	Allowances are paid well in my organization				

5 Was the last salary review conducted based on clear policy guidelines

Yes

No

Explain your answer to question 5 above

6 are there any employee benefit that you do not have which should be incorporated in the current benefit package

Yes

No

If yes state it

Leadership

1. Which word below best describes your managers'/supervisors' leadership style?

Authoritative

Democratic

Laissez-faire

No.	Statement	Strongly agree	Agree	Somewhat agree	Disagree
2.	My supervisor is quiet competent at his work and has mastered well our job roles.				
3.	My supervisor provides supportive supervision to individuals while maintaining a harmonious working relationship.				

4.	The main focus of my supervisor is deliverable				
5.	My supervisor delegates work to team members.				
6.	Am free to objectively express my feelings about work to my supervisor				

Training

1. The organization has a clear path that allows employees to grow

- Strongly agree
 Agree
 Somewhat agree
 Disagree

Please explain your answer to question 1 above

2. Employee career and development programs are offered in the organization

- Strongly agree
 Agree
 Somewhat agree
 Disagree

Please explain your answer to question 2 above

3. The organization has an annual employee training plan

- Yes
 No

If YES do you think it is appropriately implemented

[] Yes

[] No

If NO what do you think can be done to improve its implementation

No.	Statement	Strongly agree	Agree	Somewhat agree	Disagree
4.	My chances of promotion are dependent on the level of skills and experience I acquired				
5.	Since joining the organization I have continued to acquire more skills and knowledge relevant to my work.				
6.	The organization has a policy of compensating/rewarding employees following attainment of professional certification.				

Work environment

1. Behavioral factors

No.	Statement	Strongly agree	Agree	Somewhat agree	Disagree
i.	Interpersonal relationship with other employees influences my performance				
ii.	My performance is affected by the existing emotional factors				

iii.	Overtime duty affects my concentration on work and thus affects my performance				
------	--	--	--	--	--

2. Physical factors

No.	Statement	Strongly agree	Agree	Somewhat agree	Disagree	Rank influence on performance
i.	I work in closed floor plan office					
ii.	My office is clean and decorative					
iii.	There is enough lighting in my work place					
iv.	There is no noise that affect my working in my place of work					
v.	There is enough ventilation in my office					
vi.	I work on an open office space					

3. Do overall working conditions affect the employee performance?

Yes []

No []

Information on performance of employee

1. Do you understand your performance targets clearly?

Yes [] No []

If yes explain

	Statement	Strongly agree	Agree	Somewhat agree	Disagree
2.	My performance targets are realistic				
3.	I always exceed my performance targets.				
4.	There is clear employee performance management plan in the organization				

THANK YOU FOR YOUR RESPONSE