DETERMINANTS OF EMPLOYEE PERFORMANCE IN KAKAMEGA COUNTY GOVERNMENT

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE OF PUBLIC POLICY AND ADMINISTRATION OF KENYATTA UNIVERSITY

2019
DECLARATION

I hereby declare that this research project is my original work and has not been submitted to any University for examination purposes.

Signature ....................................Date ..................................................

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C153/OL/KKA/32012/2016

I hereby submit this research project for examination with my approval as Supervisor,

Kenyatta University

Signature .................................Date ............................................

Dr Jane Njoroge

Kenyatta University
DEDICATION

I dedicate this work to my Wife Alice and my lovely Children for their patience and calm during my course. Their understanding was an inspiration and support during this rigorous course; to my colleagues, classmates and friends who gave me wise guidance and enormously encouragement played a motivational role throughout the course.
ACKNOWLEDGEMENTS

I thank Almighty God for His enduring Grace. I dedicate this research work to my parents, who inculcated in me ethos of hard work, reading, knowledge and being the best mentors I could ever find in my lifetime. My lovely Wife Alice and Children: Syphrose, Carol, Harry, Brian, Don, Precious and Gift who tolerated and accommodated my absence, during my course. My colleagues and friends for their encouragement to complete this course work. My Course Supervisor, Dr Jane Njoroge for her tireless direction and guidance. Thank you all for your invaluable support.
ABSTRACT

There are questions about the viability and sustainable performance of county governments in the 2010 constitutional dispensation. Central to this question is how county governments prioritize employee performance to meet the increasing expectations of citizens. The main objective of this study was to assess determinants of employee performance in Kakamega county government. The specific objectives were: to assess how employee participation determines employee performance in the County government of Kakamega, establish extent to which employee training and development determines employee performance in Kakamega County government, evaluate extent to which job security determines employee performance in Kakamega County government, find out how compensation and benefits determine employee performance in Kakamega County government. The study was informed by three theories namely; Maslow’s Hierarch of needs theory, Benn’s Employee participatory management theory and Goal setting theory. The target population was the 6,266 Kakamega County government employees. The descriptive research design was adopted. The research used structured questionnaire as an instrument to collect primary data. Data analysis was by use of statistical package for social sciences (SPSS). Validity of the data instruments was ascertained by both theoretical and empirical literature, while data reliability was confirmed using Cronbach’s alpha test approach. Research findings were presented by means of tables. The research study conformed to all ethical standards as stipulated in the existing authority guidelines and regulations including ensuring confidentiality of data collected on the research participants. The study used a sample population of 375 Kakamega county government employees. The relationship between variables was tested by use of linear regression model. The findings showed that both training and development and employee participation at various stages of decision making had a strong positive effect on employee performance. The study recommends that: the county government comes up with policy guidelines and procedures of engaging staff at various levels for their input before implementation of programs, Proper policies on scholarships to further employee career progression should be clear and communication to unsuccessful staff made, that County government of Kakamega continue train her employees for quality skills for enhanced performance, that the county government put her employees on scheme of service and provide mortgage to deserving staff who qualify to benefit from such arrangement.
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ABBREVIATIONS AND ACRONYMS

CP: Contextual Performance

CPW: Counter Productive Work

EP: Employee Performance

KRA: Kenya Revenue Authority

PCP: People Centric Perspective

PM: Participative Management

TP: Task Performance

SPSS: Statistical Package for Social Sciences
OPERATIONAL DEFINITION OF TERMS

**Contextual Performance:** Refers to activities that contribute to the social and psychological core of the organization.

**Employee Performance:** Output expected from employee’s work

**Job Enrichment:** A job design technique that is a variation on the job enlargement concept.

**Job Security:** Refers to the possibility of an individual keeping their job without the risk of becoming unemployed

**Participative Management:** Refers to an open mode of administration where employees are actively involved in organization’s decision-making processes.

**Training Needs Assessment:** Technique of establishing if a training necessity exists in an entity.

**Secrets Act:** An Act of the Parliament of the United Kingdom.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Employee performance is the outcome of employees’ deeds or input of employees to an entity in realizing of certain results. Performance is the sum total of what an entity has achieved through process, results, relevance and success. Standards, Nasir (2012) define performance as the achievement of specific chores measured against pre-determined standards of accurateness, cost and speed. Noordzij (2013) asserts that employees' behaviour in relation to organizational performance is noticeable in three different ways, namely: act, process or manner of performing; execution of a duty; and any accomplishment. From this definition, we congregate that performance is an outcome of behaviour manifested in what people do at work place. Where employees efforts add value to an entity it is interpreted as measure of production, but the outcomes of employee behaviours are rarely measured so their value is merely expected (Nassazi, 2013).

There is a performance crisis in public service, there is need to produce more at a lesser cost (Nabukeera, Ali & Raja, 2014). This problem is common in most countries i.e. both developed and the developing countries and has raised the need for efficiency and appraisal instruments to help assess the performance of government institutions or programs perceived to be inadequate by stakeholder (Nabukeera, Ali & Raja, 2014).

Iqbal, Ijaz, Latif and Mushtaq (2015), are of the opinion that different determinants of employees at the work place and effectiveness of specific steps that are geared towards attainment of any firms set goals can be referred to as employee performance. Kalian Nana and Adjovub (2014), reiterates that employees make firms competitive as they
are success catalysts and their performance absence creates a vacuum through which organizations may sink into obscurity. There are several determinants of employee performance, and these include training and improvement on worker execution (Thao & Hwang, 2015), employee participation, Job security (Watson, 2010), just but to mention a few. As to whether these factors influence employee performance in the County Government is a matter to be undertaken in this study. Established countries like America (Adeyinka. 2009) and United Kingdom (Beasley, 2012) devolved governance system implementation has been adapted in developing nations like Kenya. In Africa, devolution has been tested with some level of success and failure in countries including South Africa, Ghana, Ethiopia and Tanzania (Othieno, 2011).

In Kenya studies for instance (Obong’o, 2009; Kim, 2015) demonstrated that various factors are cause for differences in how public entities act in response to transformations. The performance objective of most public sector firms is mainly service delivery to the citizenry different from firms in the private sector who majorly strategize to maximize on profits. Public enterprises are usually bureaucratic in their structure and lack independence due to biased interference, broad answerability and performance expectations endlessly shift. Promulgation of the new constitution in 2010 ushered in 47 devolved county governments in Kenya (Lubale, 2012). These county governments are new decentralized centres of power whose main mandate is to better services delivery to the citizenry who had long been suffering from marginalization and discrimination among other discriminating practices by the central government. Counties need to establish attractive compensation and benefits schemes, establish training and development programs for employees, encourage employee participation in decision-making processes and ensure job security for all staff (Prasad & Prasad, 2010).
Compensation and benefits schemes are continuously accepted by organizations as important tools in motivating individual employees (Armstrong & Murlis, 2009). Compensation systems form some of the best ways management of organizations can send a message to employees about what they consider essential in valuing human capital element. The conduct of employees in an organization can be predisposed by how the management recognizes and reward their effort. According to Attwood (2009), compensation and recognition packages were unstructured and often given at the managers’ whims or perception of good performance. There were no guidelines for determination of exceptional performance, and it could have meant anything from consistent punctuality, assisting other departments or even an attitude considered to be good. However, Blyth (2008) asserts that in the current organizations’ circumstances have gradually shifted the importance of incorporating in the employee reward plan by including better compensation, job security, training and development as key human resource strategy, Bruce (2014)

To achieve desired organizational goals, compensation systems should be perfectly aligned to organizational strategies,(Freeman, 2010) points out that under-management is the underlying issue in most cases of sub-optimal work performance at all levels. The employees who are undermanaged find it difficult to cope since the supervisor is not adequately available to give the direction and support needed. Gupta (2014), states that cohesion is considered to have positive impact on performance. A worker, working in an environment where he or she experiences consistency it is probable to contribute towards realizing the expected performance levels. An employee’s contributions within an organization can be determined through performance appraisal.
Training facilitates the skills update and leads to greater commitment, the good, and confidence, subsequently strengthening the organization’s competitiveness (Acton & Golden, 2012). The interests of organization and the workforce can be achieved by incorporating in-service training (Stone, 2010). Work environment refers to the circumstances in which employees work and relate to each other within an organization. Motivation and performance levels of employees are depended on the work environment. Besides motivation, workers should have the correct skills and confidence to do their job effectively (Chandrasekhar, 2011). Many people spend almost half their life in enclosed environs, may influence their mental status, actions, abilities and performance (Sandstorm, 2014).

1.2 Statement of the Problem

The spirited nature of work environment requires that entities understand and implement strategies that boost employee’s performance. However, across the country, there have been reports of discontented employees, numerous strikes, and poor performance cases (Chebet, 2015). It is paramount that organizational parameters such as employee participation, job security, benefits and compensation, training and development present themselves differently in all 47 devolved governments across the country. Nelson and Quick (2009) reiterates that jobs which comprise high levels of motivation leads to better performance, minimum complaints and less worker dissatisfaction. Employees’ performance just like a system doesn’t operate smoothly when components do not work together resourcefully. Therefore, appreciating the relationship between a government and her employees is fundamental in realization and attainment of both long-term and short term objectives,
Issues that affect employee performance ought to be identified early enough since; they can help in policies formulation and enactment of human resource procedures including recruitment, promotions, retention and organization re-engineering processes (Mohammed & Nimalathasan, 2011). Ali and Davies (2009) conducted research on the factors that determine employees’ performance and their finding indicated that performance of the employees is attributed by a number of factors including training and development, participation, job security, compensation among others. Kakamega County is one of those public service entities that rely on the performance of its qualified employees for effective service delivery. Different scholars (Hilda, 2006; Mohammed & Nimalathasan, 2011; Mohammed, 2011) try to highlight issues that influence employee performance in different sectors and in different countries. However, these studies have not fully addressed other determinants of employee performance namely; job security, employee participation in decision making, Compensation and benefits, training and development. This study pursues to give more insight in employee performance in view of the above variables.

1.3 Objectives of the Study
To assess how employee participation, determine employee performance in the County government of Kakamega
To establish the extent to which employee training determines employee performance in the County government of Kakamega.
To evaluate the extent to which job security determines employee performance in the County government of Kakamega

To find out how compensation and benefits determine employee performance in the County government of Kakamega

1.4 Research Questions

i) To what extent does employee participation in decision making determine employee performance in Kakamega County government?

ii) To what extent does employee training determine employee performance in Kakamega County government?

iii) To what extent does job security determine employee performance in Kakamega County government?

iv) To what extent does compensation and benefits determine employee performance in Kakamega County government?

1.5 Scope of the Study

Kakamega County Government employees formed the sample population that was analysed. The county is number 037. The specific target area was sampled across all county government departments. The study confined to four independent variables; employee participation, training and development, job security and compensation and benefits and how they determine employee performance in Kakamega county government.
1.6 Limitations of the Study

Being a study of a public institution, the requirements of the official secretes’ Act may hinder the officers from divulging a lot of information. This problem was however be overcome by not disclosing their identity so that information obtained is confidentially held. There's always suspicion connected with research on a public entity such as the one in question. This suspicion was be solved by the researcher presenting an introduction letter to undertake the study from the university to the organization to enable respondents to disclose most of the data sought. Other challenges that might emerge include, some respondents may fail to fill or complete the questionnaire or some details being misunderstood, inadequate response to the questions and unexpected occurrences like respondents proceeding on annual leave before completing the questionnaire. The researcher was addressing these issues through keeping a record and contact of the respondents proceeding on leave reminder to respondents upon giving them the questionnaire. In these situations, personal contacts for the respondents were maintained.

1.7 Justification of the Study

The study was significant to aid county management come up with informed policies and procedures on human resource management and motivational strategies. Effective performance can be realized when managers identify what drives their subordinates and peers for effective control and leadership at the work place. This report would provide a source of information to enable managers put in place the best practices that would increase productivity in their departments. Academicians and researchers may use the research findings as a base for future studies related to employee performance in other devolved jurisdictions in Kenya and globally. The
research findings will be of use to employees’ for purpose understanding what helps them improve their performance as well as that of their peers. Organizations can also achieve their peak performance in terms of productivity if managers and supervisors understand the importance of cohesion between employees and their employer.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on related theories, deliberates conceptual framework, scrutinizes empirical literature on determinants of employee performance and the interaction between variables. Critique of existing literature associated to the study and research gaps are also addressed.

2.1.1 Theoretical Framework

This study borrows from three theories namely; Maslow’s hierarchy of needs, Benn’s participatory theory and Goal setting theory. These theories reiterate that positive employee attitude can be enhanced by determinants such as; participation in decision making, employee training and development, job security, and compensation and benefits.

2.1.2 Maslow’s Hierarchy of Needs

Motivation Theory (Maslow, 1943) is illustrated by Abraham Maslow Hierarchy of Needs model. Maslow suggested five echelons of needs as indicated in Figure 2.1
Abraham Maslow proposed that some individuals are comfortable when their basic needs are satisfied and can only agitate for higher needs after satisfying them (Maslow, 1943). Abraham Maslow in his five levels hierarchal model of needs has been critiqued for decades by other scholars. Some have argued that some model steps overlap with others (Dresang, 2009). According to (Gambrel, 2003), observes that the model relevant to the societies where individualism more acceptable and with stronger community-based responsibilities. A good example is likened to the African concept of “we are because we were” of Ubuntu (Misango, 2006). This is where a strong community responsibility obligation advocated and not individuals themselves as units (Dresang, 2009; Marwick, 2011).
Despite the many criticisms, Maslow model continue to underscore much on the study of motivation that enhance employee performance which is the core dependent variable under study. The study investigated four independent variables with regard to employee performance in Kakamega county government. The study examined respondents of different age groups and grade levels at work place workplace. This was aimed at establishing if Maslow’s model on hierarchy of needs is applicable to employee performance in Kakamega County Government. The model was important to this research study because it describes the importance of performance of an employee and also centres on employee needs as a determinant of behaviour.

2.1.3 Benn’s Participatory Management Theory

In circumstances where employees take part in an entity’s decision-making processes, it enhances staff empowerment and consequently increases organization output. This has an effect of enhancing staff ownership in the decisions made by the entity in pursuance to attain organization’s set goals. It has been researched and proposed that human by nature; gravitate towards small groups of similar characteristic and traits in formal or informal manner (Dresang, 2009; Safferstone, 2007). It is suggested by the writers that output of an entity together with individual needs is increased by group initiative. The authors appreciate the fact that organization structure diminishes in the form of vertical managerial functional levels and eventually replaced with self-governance which is ruled by consensus approach (Safferstone, 2007; Dresang, 2009).

Benn asserts that, employees who participate in decision making processes within an entity, and in deliberating on issues that affect their individual lives, it becomes a gain on both sides. In such a situation both the employer and employee benefits by creating a work friendly environment in fostering understanding and harmony in realizing set
objectives. It further enhances in effective communication in ensuring the entity as well as employee benefits (Cheminais, 1998).

2.1.4 Goal-Setting Theory
Goal-setting theory was proposed by Edwin Locke in the year 1968. This theory stipulates that people are stimulated to work where there is a reward after performing the task. The goal theory states that a reward at the end of an undertaking take a form of incentive for the performance of that said assignment (PSU, 2014). The reward, however, should be predetermined and specified in the management reward scheme of the entity. The theory clearly stipulates that the successful product or outcome can serve as a reward in itself. It states that a number of parameters are important to consider for goal efficiency attainment. In this case, four elements must occur namely; nearness, toil, defined specifications and response timeline (Femi, 2013).

An ideal objective is where there is proximity between reaching out time and the finish state is near. Furthermore, it should be modest in exertion, it should not be too easy nor too difficult to accomplish the task so that success can be possible. The theory also demands clear guidelines and specifications on how to achieve the set target. Persons undertaking the task must understand what is probable out of him/her, before starting it out. A specific goal must provide direction on how to achieve it away from obstructions. Response rate is vital to gauge progress and evaluate level of adequacy in exertions and ascertain if it’s on course (Wanjala & Kimutai, 2015).

Goal theory was fundamental to this study since it connects objectives to performance outcomes (Locke & Latham, 2006). When specific goals are set for employees, the priorities are made in achieving same targets within specified time frame. Second,
effort is catalysed by well set goals which are attached to specific rewards. Third, Success is realized when potential skills and knowledge are optimally put to use. Fourth, goals should be more challenging so as to draw full potentials of the diverse skills and talents available in an entity to solve a given stimulating task.

2.2.0 Empirical Studies

2.2.1 Employee Performance

Performance focuses on certain outcomes including; quality of output, output timeliness, quantity of output, efficiency of output and effectiveness of the outcome (Gitonga, 2016). Performance of employees is affected by different determinants at workplace. Performance-driven objective is directly associated with organizational procedures whereby whole course moves far from being strategically realized (Jena & Pradhan, 2014). Effectiveness of employees’ specific actions contributes to attainment of organisation goals. The results are as and according to the predetermined goals (Agusioma, 2014). Performance is seen to be the ability to accomplish the task within the defined boundaries. There are lots of factors that affect the performance of employees. The key theme of the study spins around these variables. The problem statement explains determinants of employee performance at the work place (Karakas, 2010).

Many research studies have shown that training and development, employee compensation, employee performance, employee job security, among others variables, affect employee productivity at work. This study also sought to demonstrate how the Task Performance, Circumstantial Performance and Counterproductive Work, (Ojo, 2014), impact on employee productivity.
2.2.2 Employee Participation

Policy and practice on employee participation in business and public entities in both local and international is on the increase. Industrial and upcoming countries have anchored the same in their own constitutions and ensure compliance of the same (Amin, 2009). Employee participation in management increase ownership of the entities objectives and strive to achieve set targets. It is crucial to undertake study on employee participation to assist understand and differentiate concepts of staff participation and involvement. It is important that a distinction is drawn between, passive involvement, active involvement, and on the other, a distinction be made between managed participation and democratic participation, (Kerlin, 2009; Teasdale, 2012).

Research has it that entities’ where employee participation is high tend to have high performance irrespective of ownership and greatest where employee are actively involved at different levels of management (Matrix evidence, 2010). Ridley, states that managed participation is where practices are facilitated by managers who are professionals and democratic participation is where any member can initiate and organize actions on members’ proposals (Ridley-Duff, 2009). In principle, participative democracy set space for each co-owner the right to participate in everyday operations of the entity. The same right extends to voting and access to information, (Irizar & MacLeod, 2012).

Employee Participation helps make the distinction between involvement and dedication on the account that involvement is purely management oriented while
dedication is employee steered. Further distinction is made between integrative negotiating on the value and principles that inform management practices and the conversational negotiating that influences the allocation of wealth created by an enterprise. To end with, it elucidates the distinction between partaking and consensus, recognizing that there may be a democratic decree to both increase and decrease specific types of participation (Tripathy, 2014).

2.2.4 Training and Development

Training is the transfer of specific skills or knowledge by an expert to employees with an objective of improving performance in their current tasks. Whereas, development broadly, is a set of structured activities or programs aimed at bringing up an employee to another level of performance in future. Training programs if they are to impact positively to employee performance, should be tailored upon job requirements and strategic objective needs of the entity (McNamara, 2009). Training is task oriented whereas development encompasses employee change of attitudes, culture and wellbeing. Most managers advance reasons for training staff which include among others, increase in productivity, reduction in the production, and enhancement in times of unpredictable and turbulent human resource succession challenges (McNamara, 2009).

Development of employee skills aims at improving employee performance in relation to improvement in productivity, efficiency and effectiveness in service delivery (Swanson, 2009). Training content and programs should be systematic and aligned to the entity’s strategic objectives in addressing staff competencies, skills and knowledge. This forms requisites for employee’s work efficiency. According to
Training establishes and generates two sides’ benefit to the employer and employee (Appiah, 2010; Harrison, 2009). Many organizations train employees to enhance performance output in view to achieving organizational goals and as a fall back plan for sustainable succession planning (Wright & Saks, 2010).

### 2.2.4 Employee Job Security

Employee job security refers to the assurance of employee job continuity regardless of the country's economic prevailing conditions. It is the possibility of the employee keeping the job despite the prevailing unemployment situation (Simon, 2011). Job assignments with weak contracts that cannot be sustained for reasonable period lack job security. It is on this basis that employee’s freedom from fear of being terminated from the present employment that prompt this study and how it impact on performance. Job security on the other is an assurance for employees to retain their jobs until retirement. Key elements such as formidable labour laws, employee union affiliate body, and individual undercurrents including; training, work capability, specialized skill, industry of operation, geographical area etc at time take central role. These key attributes may on one hand or another influence the need for an individual’s services in a given entity and this may affect their personal job security (Adebayo & Lucky, 2012).

Adebayo and Lucky as cited in Gupta and Shaw (2014) asserts that Government jobs, law enforcement, medicine tend to have high chances of permanence as compared to jobs in the private sector. Nevertheless, it is proven that people’s job security at the end of the day depends on whether they are employable or not and also if their skills are needed in the business or not. Though, laws regarding employment can offer some
breather contrary to joblessness risk, they only provide meagre solutions to the safety of individuals.

Employee’s right skills form requisites to gain security on job. This is reliant on the economic and business and same encourages and promote entrepreneurship, creativity and innovativeness. In public service, the same enhances on the service delivery. In a situation of performing economy, a business enterprise increase business operation and enjoys supernormal gains and consequently job security for employees’ job security (Lucky, 2012; Schonberg, 2009).

2.2.5 Compensation and Benefits
Compensation is the diverse direct monetary proceeds and tangible benefits that employees get in their employment relationship. Benefits precisely refer to indirect gains and non-cash proceeds workers get for continuing their employment with an organization. The concept of payment and employee fringe benefits can’t be studied in vacuity. Quite a number of studies resonate that salaries and benefits are complimentary to job contentment which in turn inspires employees and eventually influence employee performance and work commitment. In the words of McNamara, compensation includes wages and benefits, (Bernadine, 2007; McNamara, 2006).

Retirement plans, health insurance, holiday, employee stock proprietorship plan among others form part of employee benefits. Employee performance comprises of base pay and other related benefits, Balkin & Cardy (2008). Compensation and benefits forms an important component in steering up employee performance. A poorly remunerated work force is too costly in terms of excessive staff turnover, high
supervisory expenses, very low morale and additional monitoring and evaluation by management to ensure work is done. Therefore, it is imperative for organisations to inspire their employees and treat them as a key human capital resource for the enhanced performance, Gomez-Mejja, Balkin & Cardy (2008).

A well-compensated workforce is essential for better results because it promotes teamwork and degree of ownership in objectives setting and implementations. It is important to compensate staff as a way of sensitizing employees to direct their energies towards organizational goals and thus increasing the performance of the said boundary spanning roles (Carlsen, 2013).

### 2.3 Conceptual Framework

A conceptual framework refers to drawn illustration describing an association between variables in a study (Mugenda & Mugenda, 2003). It is a proposition model identifying concepts under study and their connotations. Conceptualization of dependent and independent variable are shown in Figure 2.2. The independent variables in the study are employee participation, training and development, job security and compensation and benefits, dependent variable are Employee performance in Kakamega County Government.
Independent variables

**Employee Participation**
- Delegation of duties
- Involvement in decision-making

**Training and Development**
- Provision for career development
- Employee In-service

**Job Security**
- Terms of employment
- Labor Legislation

**Compensation and Benefits**
- Salary Package
- Staff medical and Insurance Schemes

**Dependent variable**

**Employee Performance**
- Efficiency
- Productivity
- Employee retention

Figure 2.2: Conceptual Framework.
Table 2.3: Some of the study gaps this Study Sought to Address

<table>
<thead>
<tr>
<th>Author and Years</th>
<th>Study titles variables</th>
<th>Findings</th>
<th>Variables</th>
<th>Methodology</th>
<th>Research theory</th>
<th>Identified gaps</th>
</tr>
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<tbody>
<tr>
<td>Maingi (2015)</td>
<td>Effect of workforce on employee performance</td>
<td>Workforce has a major effect towards employee performance</td>
<td>Ethnic diversity, Education Background</td>
<td>Descriptive research design</td>
<td>Standpoint Theory, Decision making theory</td>
<td>The study focused on individual character rather than a whole</td>
</tr>
<tr>
<td>Author</td>
<td>Title</td>
<td>Methodology</td>
<td>Theory</td>
<td>Findings</td>
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<td>-----------------</td>
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</tr>
<tr>
<td>Ojo (2014)</td>
<td>Effectiveness of training on employee performance</td>
<td>Training is an indispensable strategic tool for enhancing employee performance</td>
<td>Training and development</td>
<td>Well-structured questionnaire</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gachunga (2015)</td>
<td>Effect of diversity in workforce on employee performance</td>
<td>Diversity acts as a measuring tool in enhancing employee performance</td>
<td>Education diversity, ethnicity diversity, gender diversity</td>
<td>Descriptive research design</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Study focused only on one variable that is training and development

No study theory was used to back up this research work
CHAPTER THREE: METHODOLOGY

3.1 Introduction

The Chapter summaries research method followed during the study. The frameworks comprise of research design, target population, Sampling Frame, Sample and Sampling Technique, data collection instruments, Pilot Testing, data collection procedure, data analysis and lastly ethical Consideration.

3.2 Research Design

This section describes the general design and execution of the study and rationalizes preferences for particular methods and procedures in data collection and analysis, defines research design as strategies and actions for research where choices are made from wide assumptions to comprehensive procedures of data gathering and analysis. Research design is organization of circumstances for gathering and examination of data in a style that aims to conglomerate relevance to the research purpose with economy in procedure (Kothari & Garg, 2014). Mugenda and Mugenda (2003) described research design as a theoretical construction in which research is carried out.

According to Kothari and Garg (2014) social science research designs are classified as descriptive/diagnostic or exploratory. The study adopted a descriptive research design. Creswell (2003) reiterates that descriptive research designs are appropriate for researchers to accumulate data, sum up, present data, and be able to interpret it for clarification purposes. Descriptive research studies refer to studies that deal with defining the qualities of a specific individual characteristics or groups for instance employees (Kothari & Garg, 2014). The design was suitable for this study, Sigmund
(2003) resonates that descriptive research design is relevant for purpose of generating statistical information about the aspects of research issue (in this case employee performance) that may interest policy makers.

### 3.3 Target Population

Target population refers to all the items under consideration in any field of inquiry, Kothari and Garg (2014). Population in a field of study refers to a group of individuals taken from the broad-spectrum population that have universal characteristic (Sekaran & Bougie, 2010). Target population refers to entire set of folks to which researchers have significance in generalizing their conclusions (Castillo & Cross, 2008). The target population for this study was 6,266 employees in Kakamega County Government drawn from all county departments.

### 3.4 Sampling Frame

Sampling frame is a representation of elements in a population from which a sample is prepared, Sekaran and Bougie, (2011). A sampling frame consists of a list of items from which the sample drawn (Kothari & Garg, 2014). The sampling frame of this study consisted of 375 employees in Kakamega County Government in Table 3.1.

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Population of Employees</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q &amp; above</td>
<td>47</td>
<td>3</td>
</tr>
<tr>
<td>N-P</td>
<td>124</td>
<td>7</td>
</tr>
<tr>
<td>L-M</td>
<td>176</td>
<td>11</td>
</tr>
<tr>
<td>J-K</td>
<td>1016</td>
<td>61</td>
</tr>
<tr>
<td>G-H</td>
<td>1123</td>
<td>67</td>
</tr>
<tr>
<td>E-F</td>
<td>1392</td>
<td>83</td>
</tr>
<tr>
<td>A-D</td>
<td>2388</td>
<td>143</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,266</strong></td>
<td><strong>375</strong></td>
</tr>
</tbody>
</table>

**Source:** Department of Economic Planning, CGKK (2018)
3.5 Sample and Sampling Technique

According to Kothari (2010), a sample is a section of a population that is selected for examination and analyses and used to make inferences to the population from which it is obtained. Sampling method is the procedure of selecting respondents that make up a sample (Kothari & Garg, 2014). In deriving the sample from the sample frame, Yamane (1967) statistical formula was employed as follows:

\[ n = \frac{N}{1+N(e)^2} \]

Where:

- \( n \): Sample size
- \( N \): Population under study
- \( e \): Margin error (0.05)
- 1: Constant

A margin error of 0.05 was used to compute the sample size, which according to Yamane (1967) gives the largest sample size at a given confidence level. Substituting the margin error of 0.05 and the target population of 6,266 in the formula above gives a sample size of 375. The fair sample sizes for each stratum were computed on the basis of the size of the stratum and the target population. This study therefore used a sample population of 375 respondents for data collection.

3.6 Data Collection Instruments

Data collection instrument refers to manuscript containing questions which are systematically presented in a, highly precise fashion, Denizen and Lincoln (2000).
Data collection instrument denotes a device used to collect data such as a paper questionnaire or computer assisted interviewing system (Sekaran & Bougie, 2010). The instrument that was used for primary data collection was a structured questionnaire. This provided respondents with a fixed set of choices commonly referred to as closed questions. The closed-ended questions consisted of set of choices expressed in a Likert scale style. Each item here was evaluated between respondents whose total score is high and those whose score is low (Kothari, 2004).

### 3.7 Pilot Testing

According to Halley (2007), a trial study is a preliminary study carried out to evaluate statistical variability to predict appropriate sample size and mend study design prior to undertaking of research project. The data collection instrument, which is the questionnaire, was pilot tested on 5% of the sample size to ensure that it was manageable, relevant and effective. Creswell (2003) reiterates that the size of a sample to be used for pilot testing varies depending on the time, cost and practicability, but would tend to be between 5-10 percent of that of the main survey. In order to minimize the possible instrumentation error and hence increase the reliability of the data collected, the reliability of the pre-test observation schedule was tested using scores obtained from a single test administered to individuals from within the sampling frame and hence save time (Kothari, 2004).

### 3.8 Validity

The construct validity means that the method adopted actual measure of what the researcher thinks it measures (Greener, 2008). To broaden the phrase validity, the researcher reviewed both theoretical and empirical literature in order to develop the
study constructs. Validity focuses on issues surrounding whether the findings of a study are really what they appear to be. Validity comprises of various forms, first the content validity is concerned with establishing whether the instrument precisely measures what it was aimed to measure. The researcher enhanced content validity through the use of expert judgment; especially during consultations with the supervisors and lectures (Tavakol, 2011).

3.9 Validity Results

A pilot study was conducted using twelve respondents to test the validity of the research instruments. The sample of twelve did not form part of what was used in the study. The participants in the pilot study were identified and researcher avoided using them in the main study sample. The reason for pilot study was to test whether the respondent experienced teething troubles in understanding items, and to gauge on time estimate the respondents took to complete the instrument and it gave the indication on how the data collecting instrument would perform in the field. The result disclosed that the questionnaire was easy to answer, but it was long. This informed the researcher to shorten questions and make them more precise.

3.10 Reliability

Reliability of an instrument is the extent to which the tool of research yields consistent results after repeated trials Tavakol (2010). According to Orodho (2003), reliability is the point to which outcomes are consistent again and again. This is measurable in relation to the degree to which a measurement remains the same as the stability of a measurement over time; and the similarity of measurements within a period of time given (Shale, 2014).
The consistency with which respondents answer the questionnaire items or individual scores remain relatively similar can be evaluated through testing and retesting approach at different times. The questionnaire is thus given twice to respondents. The instruments were also piloted using a small representative sample identical to, but not including the group going to be surveyed (Orodho, 2005). The results obtained, are converted into codes and keyed into a computer program (Statistical Package for Social Sciences - version 25) after which a reliability index is calculated using the Cronbach’s alpha.

\[
KR_{20} = \left( \frac{K}{S^2 - \sum S^2} \right)
\]

\[
(S^2)(K-1)
\]

Where;

KR \text{ is reliability coefficient of internal consistency}

K is the total items used to measure the concept

S^2 is the variance of all scores

A Cronbach’s 0.7 alpha coefficient and above is considered high enough to judge the instrument as reliable. A high Cronbach's alpha coefficient implies that the items are highly correlated among themselves i.e. consistency is found among the items in determining the concept of interest (Pallant, 2007).

3.11 Reliability Results

The reliability tests for the questionnaire in this study gave an overall Cronbach’s coefficient alpha of 0.8302 in Table 3.2.
Table 3.2: Summary of Cronbach’s Alpha

<table>
<thead>
<tr>
<th>Variable</th>
<th>No. of Items</th>
<th>Cronbach’s Alpha</th>
<th>Accept/Reject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development</td>
<td>6</td>
<td>0.879</td>
<td>Accept</td>
</tr>
<tr>
<td>Employee Participation</td>
<td>6</td>
<td>0.889</td>
<td>Accept</td>
</tr>
<tr>
<td>Job Security</td>
<td>6</td>
<td>0.785</td>
<td>Accept</td>
</tr>
<tr>
<td>Compensation and Benefits</td>
<td>6</td>
<td>0.777</td>
<td>Accept</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>8</td>
<td>0.821</td>
<td>Accept</td>
</tr>
<tr>
<td>Average</td>
<td>6</td>
<td>0.8302</td>
<td>Accept</td>
</tr>
</tbody>
</table>

Source: Research Data, 2019

Reliability results for all the set of variables in the questionnaires gave a Cronbach’s alpha statistics of more than 0.7, thus the threshold value of 0.7 were met. All constructs depicted that the value of Cronbach’s alpha are above the suggested value of 0.7 thus the study was reliable. The overall Cronbach’s alpha (for the four all the variables was 0.8302). It means that there was an acceptable degree of consistency among the responses against each item.

3.12 Data Collection Procedures

Data gathering is the process of collecting and quantifying information on targeted variables in a proven systematic fashion that aids a person to answer relevant questions, test hypotheses, and evaluate outcomes (Sekaran & Bougie, 2011). According to Leedy and Ormrod (2010), the response of people answering the questionnaires is expected to accurately capture their feelings where responses are anonymous. Self-administered questionnaires were used. Questionnaires are preferred as they can be sent to a big number of people saving the researcher resources. The
respondents were introduced to the questionnaires and a period of a week given to allow respondents answer questions.

### 3.13 Data Analysis Procedures

Qualitative data was converted to quantifiable forms by coding using SPSS text editor (Mugenda & Mugenda, 2003). According to Saunders, (2007), quantifying qualitative data means translating it into arithmetical codes so that it can be analysed statistically. Data collected was arranged, gutted and coded and then analysed using SPSS version 25. The final descriptive output was presented in form of frequencies, means, percentages and standard deviations. Descriptive analysis aimed at preliminary, evaluating, assessing the sentiments and discernments of respondents under study. For analysis, linear regression was used in establishing the correlation between the independent and dependent variables (Abdul, 2011).

This study adopted the following linear regression model

\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

**Figure 3.1: Empirical Model**

Where;

- \( Y \) Employee Performance
- \( \alpha \) Constant (\( Y \)-intercept)
- \( \beta_1, \beta_2, \beta_3 \) and \( \beta_4 \) Beta coefficients for the four variables
- \( X_1 \) Participation in decision making
- \( X_2 \) Training and capacity building
- \( X_3 \) Employee compensation
- \( X_4 \) Job security
- \( \epsilon \) Stochastic disturbance error term
3.14 Ethical Considerations

The research proposal was submitted to Kenyatta University for approval by Kenyatta University Ethics and Review Committee and Permit to collect data sought from NACOSTI. Before embarking on data collection process, the researcher sought authorization letters from County Commissioner, County Director of Education and County Secretary and Head of Public Service, County Government of Kakamega. The respondents were informed on the purpose and objectives of the data collection. Confidentiality, privacy and dignity were assured through anonymity and participation was voluntary without coercion or enticement. To ensure confidentiality of the information maintained, the identity of participants was not included on the questionnaires to ensure anonymity.
CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results of the study. The chapter begins with presenting demographic and socio-economic characteristics of the respondents, descriptive results, analysis of variance and finally regression analysis outputs.

4.2 Questionnaire response rate

The researcher administered 375 questionnaires to the sampled employees of Kakamega County Government. The employees used for the pilot study were not part of sampled employee in the main study. Out of three hundred and seventy five (375) questionnaires that were distributed, two hundred and ninety (290) were returned, giving a return rate of 77.33%. According to Kothari (2004) a response rate of 50% or more is adequate for analysis.

Table 4.1: Questionnaire response rate

<table>
<thead>
<tr>
<th>Target Respondents</th>
<th>Successful Respondents</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>375</td>
<td>290</td>
<td>77.33</td>
</tr>
</tbody>
</table>

Source: Research Data, 2019
4.3 Descriptive Statistics

The gender, age, level of education, marital status, job group and length of service of the respondents were determined and the results presented in Table 4.2.

Table 4.2 Demographics of respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>156</td>
<td>53.8</td>
</tr>
<tr>
<td>FEMALE</td>
<td>134</td>
<td>46.2</td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 – 35 Years</td>
<td>157</td>
<td>54.7</td>
</tr>
<tr>
<td>36 – 60 Years</td>
<td>133</td>
<td>45.3</td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates</td>
<td>140</td>
<td>48.1</td>
</tr>
<tr>
<td>Diploma</td>
<td>96</td>
<td>33.0</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>24</td>
<td>8.5</td>
</tr>
<tr>
<td>Post Graduate Degree</td>
<td>30</td>
<td>10.4</td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 5 Years</td>
<td>126</td>
<td>43.4</td>
</tr>
<tr>
<td>6 – 10 Years</td>
<td>46</td>
<td>16.0</td>
</tr>
<tr>
<td>11-20 Years</td>
<td>74</td>
<td>25.5</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>44</td>
<td>15.1</td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>200</td>
<td>69</td>
</tr>
<tr>
<td>Single</td>
<td>90</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research Data, 2019
Table 4.2 shows that more than half of the respondents were male and slightly less than half were female. This denotes that the County Government of Kakamega had attained gender parity in terms of employment. In terms of age of respondents, the findings in Table 4.2 showed that over half of the respondents were aged between 18 – 35 years; about half were aged between 36 – 60 years. This shows that the county has a youthful and energetic team of employees serving it and hence requirement for succession fall back plan put in place as elderly staff retires from employment to enhance continuity.

The results also showed that almost half of the respondents were holders of Certificates, a third had Diploma qualification, a tenth had post graduate and 9% had a Bachelor’s degree. This indicates that the County government needs to invest more in staff training and development to bridge the educational gaps especially sponsoring those at Diploma level to bachelors. About length of service, the results in Table 4.2 showed that almost a half of the respondents have work experience of five years and below were slightly less than half and a quarter had job experience of eleven years and above and slightly more than a tenth had worked for over twenty years. The study also found that a slight majority were married, a third were single.

4.4 Employee Performance

Employee performance in the County Government of Kakamega was assessed using eight measures. The responses were rated using a Likert scale on the level of 1 to 5 where 1 = Strongly Disagree (SA), 2 = Disagree (A), 3 = Neutral (N), 4 = Agree (D) and 5 = Strongly Agree (SA). The results are indicated in Table 4.3.
Table 4.3 Employee Performances in Kakamega County Government

<table>
<thead>
<tr>
<th>SNO</th>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>STR</td>
<td>You are satisfied with your work load and daily work related targets</td>
<td>290</td>
<td>4.30</td>
<td>.510</td>
</tr>
<tr>
<td>ST26</td>
<td>You have embraced ICT to enhance efficiency</td>
<td>290</td>
<td>4.58</td>
<td>.764</td>
</tr>
<tr>
<td>ST27</td>
<td>There is an effective performance appraisal system put in place by the county government to enhance accountability</td>
<td>290</td>
<td>4.25</td>
<td>.512</td>
</tr>
<tr>
<td>ST28</td>
<td>Adequate resources are not provided for employees to enhance productivity</td>
<td>290</td>
<td>4.44</td>
<td>.608</td>
</tr>
<tr>
<td>ST29</td>
<td>Given an opportunity, you would prefer getting another job</td>
<td>290</td>
<td>4.15</td>
<td>.701</td>
</tr>
<tr>
<td>ST30</td>
<td>Employees are satisfied not with the current working conditions</td>
<td>290</td>
<td>4.38</td>
<td>.513</td>
</tr>
<tr>
<td>ST31</td>
<td>Employee performance is key to the development agenda and vision 2030</td>
<td>290</td>
<td>4.60</td>
<td>.518</td>
</tr>
<tr>
<td>ST32</td>
<td>The County supports for the enhanced employee performance</td>
<td>290</td>
<td>4.29</td>
<td>.454</td>
</tr>
<tr>
<td></td>
<td>Aggregate Score</td>
<td>290</td>
<td>4.35</td>
<td>0.58</td>
</tr>
</tbody>
</table>

**Key:** 1.00-1.80 = Strongly Disagree; 1.81-2.60 = Disagree; 2.61-3.40 = Neither Agree nor Disagree; 3.41-4.20 = Agree; 4.21-5.0 = Strongly Agree

**ST:** Statement

**Source:** Research Data, 2019
Results in Table 4.3 shows that the aggregate mean (M) and standard deviation (SD) of employee performance in county government were 4.35 and 0.58 respectively. For instance respondents agreed that employee performance is key to the development agenda and vision 2030 as exemplified by a mean of 4.60 which is within the range of strongly agree. The same result is observed across the rest of the items.

All the eight measures on which employee performance was assessed attained a mean score of at least 4.00 implying that on average the respondents agreed that there is an effective performance appraisal system put in place by the county government to enhance employee accountability, but adequate resources not provided for employees to enhance productivity, at the same employees are satisfied with the current working conditions, this was represented by the lowest mean of 4.15 These findings are in line with a number of studies that have found a strong linkage between sustainable employee favorable working and enhanced employee performance (Hoole & Bonnema, 2015). Studies by Crowe and Allen (2015) and Schwaben land and Wei (2015) also propose that high levels of employee commitment enhances work performance, task performance and boost customer service delivery.

4.5 Effect of participation on the Employee Performance

Effect of participation on employee performance in the County Government of Kakamega was assessed using six measures. The responses were rated using a Likert scale on the level of 1 to 5 where 1 = Strongly Disagree (SA), 2 = Disagree (A), 3 = Neutral (N), 4 = Agree (D) and 5 = Strongly Agree (SA). The results are indicated in Table 4.4
<table>
<thead>
<tr>
<th>SNO</th>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ST1</td>
<td>Your supervisor sometimes delegates duties to you</td>
<td>290</td>
<td>4.25</td>
<td>.758</td>
</tr>
<tr>
<td>ST2</td>
<td>Delegation helps you gain relevant job experience for promotion.</td>
<td>290</td>
<td>4.43</td>
<td>.948</td>
</tr>
<tr>
<td>ST3</td>
<td>Achieved delegated responsibility enhances your job satisfaction</td>
<td>290</td>
<td>4.15</td>
<td>.887</td>
</tr>
<tr>
<td>ST4</td>
<td>You usually not given an opportunity to participate in goal setting process at work place</td>
<td>290</td>
<td>3.96</td>
<td>.880</td>
</tr>
<tr>
<td>ST5</td>
<td>Your employer encourages teamwork and cooperation at work place.</td>
<td>290</td>
<td>4.10</td>
<td>.924</td>
</tr>
<tr>
<td>ST6</td>
<td>Your involvement in decision making at work place enhances achieve work objectives</td>
<td>290</td>
<td>4.14</td>
<td>.874</td>
</tr>
<tr>
<td></td>
<td>Aggregate Score</td>
<td>290.00</td>
<td>4.17</td>
<td>0.88</td>
</tr>
</tbody>
</table>

**Key:** 1.00-1.80 = Strongly Disagree; 1.81-2.60 = Disagree; 2.61-3.40 = Neither Agree nor Disagree; 3.41-4.20 = Agree; 4.21-5.0 = Strongly Agree

**ST:** Statement

**Source:** Research Data, 2019

The findings presented in Table 4.4 showed that the aggregate mean (M) and standard deviation (SD) of employee participation was 4.17 and 0.88 respectively. The responses given to all the six measures were assessed and posted a mean score of at least 4.00 which is within the Agreed range. This implied that superiors sometimes delegates duties to junior staff as a way of participation in operations of day to day work, that enhances junior staff gains relevant job experiences for promotions. This in effect has a positive impact on team building spirit at work place that eventually promotes realization of organization objectives.

High mean of 4.43 was attributed to hands on experience gained when delegations of duties to lower cadre staff is enhanced and the lowest mean of 3.96 denoting that staff are not given an opportunity to participate in goal setting process at work place. All
the measures had standard deviations of less than 1 indicating higher levels of agreement on the importance of enhanced employee Performance.

Tripathy resonates, that employee Participation helps make the distinction between involvement and dedication on the account that involvement is purely management oriented, while dedication is employee steered, (Tripathy, 2014). Matrix agrees and claims that entities’ where employee participation is high tend to have high performance irrespective of ownership and greatest where employees are actively involved at different levels of management (Matrix evidence, 2010).

4.6 Effect of Training and Development on Employee Performance

The second objective was to examine the effect of staff training and development on staff performance. This relationship was assessed using six measures. The responses were rated using a Likert scale on the level of 1 to 5 where 1 = Strongly Disagree (SA), 2 = Disagree (A), 3 = Neutral (N), 4 = Agree (D) and 5 = Strongly Agree (SA). The findings are in Table 4.5.
### Table 4.5: Effect of training and development on Employee Performance

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>ST7</td>
<td>Your employer is keen on your professional development and career advancement</td>
<td>290</td>
<td>4.28</td>
<td>.932</td>
</tr>
<tr>
<td>ST8</td>
<td>County government policies for promotion and advancement are not employee friendly</td>
<td>290</td>
<td>4.14</td>
<td>.856</td>
</tr>
<tr>
<td>ST9</td>
<td>Your employer offers scholarships to employees for career progression</td>
<td>290</td>
<td>4.05</td>
<td>.936</td>
</tr>
<tr>
<td>ST10</td>
<td>Training is necessary in an organisation to enhance productivity and general performance</td>
<td>290</td>
<td>4.19</td>
<td>.986</td>
</tr>
<tr>
<td>ST11</td>
<td>Work based training is essential for enhanced employee productivity</td>
<td>290</td>
<td>4.24</td>
<td>.937</td>
</tr>
<tr>
<td>ST12</td>
<td>You attend at least five days training/workshops in a year</td>
<td>290</td>
<td>4.17</td>
<td>.996</td>
</tr>
</tbody>
</table>

**Aggregate Score**  
290. 4.17 0.708

**Key:** 1.00-1.80 = Strongly Disagree; 1.81-2.60 = Disagree; 2.61-3.40 = Neither Agree nor Disagree; 3.41-4.20 = Agree; 4.21-5.0 = Strongly Agree

**ST: Statement**

**Source:** Research Data, 2019

The findings presented in Table 4.5 showed that the aggregate mean (M) and standard deviation (SD) of training and development was 4.17 and 0.708 respectively. The responses given to all the six measures were assessed and posted a mean score of at least 4.00 which is within the Agreed range. This implied that on average the
respondents agreed that: the employer is keen on professional development and career advancement, policies for promotion and advancement are not employee friendly, employer offers scholarships to employees for career progression, training is necessary in an organisation to enhance productivity and general performance, Work based training was essential for enhanced employee productivity, attending at least five days training/workshops in a year was important for improved performance. The highest means was attributed to employer is keenness on professional development and career advancement represented by a mean of 4.28 and lowest means of 4.05 denoting that scholarships offered to employees for career progression be enhanced to accommodate more beneficiaries. This resonates with (Swanson, 2009), where he asserts that development of employee skills aims at improving employee performance in relation to improvement in productivity, efficiency and effectiveness in service delivery

4.7 Effect of Job Security on Employee Performance

Third objective was to examine the effect of job security on performance of employees in the County Government of Kakamega. Six items were used in the assessment. The responses were rated using a Likert scale on the level of 1 to 5 where 1 = Strongly Disagree (SA), 2 = Disagree (A), 3 = Neutral (N), 4 = Agree (D) and 5 = Strongly Agree (SA). Table 4.6 indicates the results
Table 4.6 Effect of Job security on Employee Performance

<table>
<thead>
<tr>
<th>SNO</th>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>ST13</td>
<td>You are satisfied with your current scheme of service</td>
<td>290</td>
<td>4.45</td>
<td>.842</td>
</tr>
<tr>
<td>ST14</td>
<td>You are not comfortable with the current terms of employment</td>
<td>290</td>
<td>4.82</td>
<td>.385</td>
</tr>
<tr>
<td>ST15</td>
<td>Termination of employment follow the laid down procedures</td>
<td>290</td>
<td>4.46</td>
<td>.569</td>
</tr>
<tr>
<td>ST16</td>
<td>The current labour laws protect employees from unfair dismissal by employers</td>
<td>290</td>
<td>4.68</td>
<td>.541</td>
</tr>
<tr>
<td>ST17</td>
<td>You are comfortable with the current labour and related regulations ensure your job security</td>
<td>290</td>
<td>4.59</td>
<td>.545</td>
</tr>
<tr>
<td>ST18</td>
<td>Your employer allows you join and participate freely in trade union activities</td>
<td>290</td>
<td>4.47</td>
<td>.373</td>
</tr>
<tr>
<td></td>
<td>Aggregate Score</td>
<td>290.00</td>
<td>4.60</td>
<td>0.58</td>
</tr>
</tbody>
</table>

**Key:** 1.00-1.80 = Strongly Disagree; 1.81-2.60 = Disagree; 2.61-3.40 = Neither Agree nor Disagree; 3.41-4.20 = Agree; 4.21-5.0 = Strongly Agree

**ST:** Statement

**Source:** Research Data, 2019

Table 4.6 revealed that the aggregate mean and standard deviation of job security in relationship to employee performance were 4.60 and 0.58 respectively. The responses given to all the six measures on which the effect of job security over the performance of employees was assessed had a mean score of at least 4.50. This implied that on
average the respondents strongly agreed that: employees were no satisfied with current terms of employment represented by high mean of 4.82 which is within a range of strongly agreed and lowest mean of 4.45 denoting that most respondents were not satisfied with the current scheme of service. In general, all the measured items had low standard deviations of less than one implying higher levels of agreement on the effect of job security on the performance of employees, except in the current schemes of service that had a higher standard deviation, implying that the government needs to improve on the employee scheme of service to enhance employee confidence in the job.

This is in agreement with Adebayo and Lucky as cited in Gupta and Shaw (2014), asserts that Government jobs including Law, law enforcement and medicine tend to have high chances of permanence as compared to jobs in the private sector. Though, laws regarding employment can offer some breather contrary to joblessness risk, they only provide meagre solutions to the safety of individuals.

4.8 Effect of Compensation and Benefits on Employee Performance

Fourth objective was to examine the effect of compensation and benefits on performance of employees in the County Government of Kakamega. Six items were used in the assessment. The responses were rated using Likert scale on the level of 1 to 5 where 1 = Strongly Disagree (SA), 2 = Disagree (A), 3 = Neutral (N), 4 = Agree (D) and 5 = Strongly Agree (SA). The results are indicated in Table 4.9.
The findings presented in Table 4.7 showed that the aggregate mean and standard deviation of compensation and benefits were 4.22 and 0.708 respectively. The responses given to all the six measures on which the effect of compensation and benefits on the performance of employees was assessed and had a mean score of at least 4.00. This implied that on average the respondents agreed that compensation
and benefits was a fundamental human resource policy in the county. Highest mean of 4.28 implied that most respondents strongly agreed that employer do not provides mortgage scheme for her deserving employees and the lowest mean of 4.14 denoting that on average respondents are not satisfied with the current salary package provided by employer.

This is in agreement with Balkin & Cardy (2008) who asserts that compensation and benefits forms an important component in steering up employee performance. A poorly remunerated work force is too costly in terms of excessive staff turnover, high supervisory expenses, very low morale and additional monitoring and evaluation by management to ensure work is done.

4.9 Regression Analysis

A multiple linear regression was applied for purposes of testing the study objectives. However before testing the hypotheses, the study tested the usefulness of the model in table 4.8

**Table 4.8 Usefulness of the model**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.568a</td>
<td>.323</td>
<td>.298</td>
<td>.995</td>
</tr>
</tbody>
</table>

a. Predictors: (constant) employee participation, training and development, job security, compensation and benefits.

b. Dependent Variable: Employee Performance

Four independent variables that were studied, implies that 29.8% of the determinants of employee performance were represented by R2. Therefore, this indicates that there are many other determinants representing 70.2% to be explored for further research.
Computation of variance on employee performance is explained by the predicator ANOVA in Table 4.9

**Table 4.9: ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>51.869</td>
<td>4</td>
<td>12.967</td>
<td>13.101</td>
<td>.001&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>108.879</td>
<td>286</td>
<td>.990</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>160.748</td>
<td>290</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee performance

b. Independent Variables: Employee participation, training and development, job security and compensation and benefits.

**4.10 ANOVA Summary analysis (test using alpha = 0.05)**

The overall model was significant F (4, 286) = 13.101, Sig. = 0.000 < 0.05, $R^2 = 0.298$ with P-value (Sig.) = .000 which is less than .05 therefore R-square is significantly greater than zero. The independent variables account for a significant amount of variance in dependent variable.

**Source: Research Data, 2019.**

**Table 4.10: Regression Output**

| Coefficients | 44 |
The regression model below was computed using regression results in the table above

\[ Y = 1.040 + 0.199X_1 + 0.395X_2 + 0.028X_3 + 0.090X_4 + \varepsilon \]

Where:

\( Y \) = the Dependent Variable (Employee Performance)  
\( X_1 \) = Employee participation  
\( X_2 \) = Training and development  
\( X_3 \) = Job security  
\( X_4 \) = Compensation and benefits  
\( \varepsilon \) = Error term  

Employee participation coefficient is positive at 0.199 and p value = 0.045 < 0.05, hence significant, training and development coefficient is positive at 0.395 with p value = 0.000 < 0.05, therefore significant, job security coefficient is positive at 0.028 with p value = 0.738 which is more than 0.05 hence not significant, Compensation and benefits coefficient was positive at 0.090 with p value = 0.285 which is more than 0.05 hence not significant.
The above results resonates with Tripathy who concluded that employee Participation helps make the distinction between involvement and dedication on the account that involvement is purely management oriented, while dedication is employee steered, (Tripathy, 2014). Matrix agrees and claims that entities’ where employee participation is high tend to have high performance irrespective of ownership and greatest where employees are actively involved at different levels of management (Matrix evidence, 2010).

The regression results indicated that increase in employee participation by one unit would have a corresponding increase in employee performance by 0.199, whereas an increase of training and development by one unit would increase employee performance by 0.395 units.

This resonates well with the findings by McNamara (2009) that most managers advance reasons for training staff which include among others, increase in productivity, reduction in waste, and enhancement in times of unpredictable and turbulent human resource succession challenges and Swanson (2009) that development of employee skills aims at improving employee performance in relation to improvement in productivity, efficiency and effectiveness in service delivery.

There was statistically weak association between Job security and employee performance with a coefficient of 0.028 (p-value =0.738) which is more than 0.05% level of significant.

However, Adebayo and Lucky as cited in Gupta and Shaw (2014) asserts that Government jobs, law enforcement, medicine tend to have high chances of permanence as compared to jobs in the private sector. Nevertheless, it is proven that people’s job security at the end of the day depends on whether they are employable or not and also if their skills are needed in the business or not.
There was a statistically weak relationship between compensation and benefits on employee performance with a coefficient of 0.90 (p-value = 0.285 a value above the significant level of .05%).

Contrary to this, several studies have resolute that salaries and benefits are closely related to job satisfaction which can bring about inspiration which in turn influence employee performance at work and organizational commitment, (Bernadine, 2007).
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of findings of the study, conclusion recommendations and suggestion for further research.

5.2 Summary of Findings

First objective of this study was to assess how participation, determine employee performance in Kakamega county government. Results indicated that increase in employee participation by one unit would have a corresponding increase in employee performance by 0.199 units; this implies that delegation of duties to employees at lower cadre help the staff gain relevant job experience that is a requisite for promotion. This in itself is a morale booster to employee and serves as an intrinsic motivation. According employees a chance to take part in goal setting process, help in ownership of the decision and at same enhance achievement of the set objectives.

Second objective was to establish the extent to which employee training determines employee performance in Kakamega county government. The findings revealed that an increase of training and development by one unit would increase employee performance by 0.395 units. These results indicated that training and development determine positively on employee performance in Kakamega county government. The continuous professional and career development programs that add value to their work related jobs should be enhanced and factored in Human Resource management as a key HR strategy for future sustainability.

Third objective was to evaluate the extent to which job security determines employee performance in Kakamega county government. Findings showed that Job security had statistically weak association to employee performance with a coefficient of 0.028 (p-value =0.738) which is more than.05% level of significant.
This was attributed to the fact that many employees were not satisfied with Non-existence of county staff scheme of service and the current terms and conditions of employment, a similar number complaint that the current salary package offered was not commensurate with the tasks performed.

Fourth objective was to find out how compensation and benefits determine employee performance in Kakamega county government. Findings showed that there was a statistically weak relationship between compensation and benefits on employee performance with a coefficient of 0.90(p-value =0.285 which was a value above the level of significant.05%. This implied that, majority employees were not on a comprehensive medical cover offered by the county government an issue that adversely affect staff performance. The employer’s commitment to pay 15% for employees’ voluntary pension scheme besides salary package impacted positively on the employee performance. However, provision for staff mortgage scheme is an issue the government needs to consider and implement in the near future.

5.3 Conclusion

The conclusion of the study was drawn from study findings after regression analysis derived from the study objectives.

The findings revealed that participation of employees in decision making determine employee performance this could be enhanced through delegations, and involvement in goal setting processes.

Training and development determines employee performance at both individual and organizational levels. Finding established that training and development through professional and career advancement, offer for scholarships and continuous training determines employee performance to a larger extent.
Job security amongst the employees during the study indicated that many employees require county scheme of service and improvement in current terms of employment. There was disparity between the staff employed at the onset of devolution and those from the defunct local authority harmonization to have the two as one unit is important. Compensation and benefits are closely interrelated to job fulfilment that encompasses Salaries and wages which should be complimented with other fringe benefits to enrich in employee motivation.

5.4 Recommendations:
The study recommends for county policy guidelines and procedures of engaging staff at various decisions making levels to enhance staff participation in decision making.
The study further recommends for County policies on scholarships to further employee career progression in specific technical fields for value addition on the county development agenda.
The Study recommends for formulation of county employee scheme of service for all her staff.
The study recommends for county mortgage scheme for deserving staff who qualify to benefit from this arrangement.

5.5 Suggestions for Further Study
The researcher recommends further studies with a moderating or mediating variable in a similar devolved government structure.
REFERENCES


Saba, T. (2013). *Understanding generational differences at workplace: findings and conclusions*. Retrieved April 21, 2015, from Queen's University Industrial Relations Centre


APPENDIX I: INTRODUCTION LETTER

The County Secretary

Kakamega County

Box 36-50100

Kakamega

Dear Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a Master of Arts Public Policy and Administration (MPPA) student at Kenyatta University. I wish to conduct a research entitled: Determinants of Employee Performance in the county government of Kakamega.

My questionnaire attached was used to gather relevant data to address my research goals and objectives. The purpose of writing to you is to request for permission to collect information on this important subject as per the indented target population.

I attest that this study was conducted in strict conformity with all ethical standards and requirements including upholding confidentiality of information and data collected from the participants.

Your acceptance will be highly appreciated.

Yours Sincerely

Job Luvonga Wanjala

Adm No.C153/OL/KKA/32012/2016
APPENDIX II: QUESTIONNAIRE
SECION A-Background Information (Tick where appropriate)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male ( )</th>
<th>Female ( )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18-35 years ( )</td>
<td>36-60 years ( )</td>
</tr>
<tr>
<td>Marital status</td>
<td>Single ( )</td>
<td>Married ( )</td>
</tr>
<tr>
<td>Level of education</td>
<td>Certificate ( )</td>
<td>Diploma ( )</td>
</tr>
<tr>
<td>Masters( )</td>
<td>PhD ( )</td>
<td></td>
</tr>
</tbody>
</table>

Department ……………………………………………………………………………………………………………

Length in service:

Below 5 years ( ) 6-10 years ( ) 11-20 years ( ) above 20 years ( )

Using the Likert scale below, rate your participation, compensation and benefits, job security, training and development in the County.


PART B : Employee Participation (Please tick appropriately)

<table>
<thead>
<tr>
<th>No</th>
<th>Questions/Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Your supervisor sometimes delegates duties to you</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Delegation helps you gain relevant job experience for promotion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Achieved delegated responsibility enhances your job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>You usually have an opportunity to participate in goal setting process at work place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Your employer encourages teamwork and co-operation at work place.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>Questions/Statements</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>6</td>
<td>Your involvement in decision making at work place enhances achieve work objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Your employer is keen on your professional development and career advancement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>County government policies for promotion and advancement are not employee friendly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Your employer offers scholarships to employees for career progression</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Training is necessary in an organisation to enhance productivity and general performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Work based training is essential for enhanced employee productivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>You attend at least five days training/workshops in a year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>You are satisfied with your current scheme of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>You are not comfortable with the current terms of employment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Termination of employment follow the laid down procedures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>The current labour laws protect employees from unfair dismissal by employers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
17 You are comfortable with the current labour and related regulations ensure your job security

18 Your employer allows you join and participate freely in trade union activities

PART E: Compensation and Benefits (Please tick appropriately)

<table>
<thead>
<tr>
<th>No</th>
<th>Questions/Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>You are satisfied with the current salary package provided by your employer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Your salary is paid in good time every month</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Your current salary is commensurate with the work you do</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>The county government has an health insurance scheme for all her employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Your employer contributes 15% towards your voluntary pension scheme (lap fund)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Your employer provides mortgage scheme for her employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART F: Employee Performance

<table>
<thead>
<tr>
<th>No</th>
<th>Questions/Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>You are satisfied with your work load and daily work related targets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>You have embraced ICT to enhance efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>There is an effective performance appraisal system put in place by the county government to enhance accountability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Adequate resources are not provided for employees to enhance productivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Given an opportunity, you would prefer getting another job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Employees are not satisfied with the current working conditions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Employee performance is key to the development agenda and vision 2030</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>The County supports for the enhanced employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Tick where applicable)

Thank you for your cooperation
APPENDIX III: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:

MR. JOB LUVONGA WANJALA

of KENYATTA UNIVERSITY, 36-50100

KAKAMEGA, has been permitted to

conduct research in Kakamega County

on the topic: DETERMINANTS OF
EMPLOYEE PERFORMANCE IN THE
COUNTY GOVERNMENT OF KAKAMEGA

for the period ending: 10th April, 2020

Signature

Permit No: NACOSTI/P/19/17861/29187
Date Of Issue: 11th April, 2019
Fee Received: Ksh 1000

Director General
National Commission for Science, Technology & Innovation
APPENDIX IV: AUTHORITY FROM NACOSTI

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471, 2241349, 3310571, 2219420
Fax: +254-20-318245, 318239
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

Ref: No. NACOSTI/P/19/17861/29187
Date: 11th April, 2019

Job Luvonga Wanjala
Kenyatta University
P.O. Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Determinants of employee performance in the county government of Kakamega” I am pleased to inform you that you have been authorized to undertake research in Kakamega County for the period ending 10th April, 2020.

You are advised to report to the County Commissioner and the County Director of Education, Kakamega County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kakamega County.

The County Director of Education
Kakamega County.
APPENDIX V: AUTHORITY FROM COUNTY COMMISSIONER, KAKAMEGA COUNTY

REPUBLIC OF KENYA

THE PRESIDENCY
MINISTRY OF INTERIOR & CO-ORDINATION OF NATIONAL GOVERNMENT

Office Mobile No: 0707 085260
Email- cckakamega12@yahoo.com

When replying please quote
Ref No: ED/12/1/VOL.IV/117

COUNTY COMMISSIONER
KAKAMEGA COUNTY
P O BOX 43-50100
KAKAMEGA

Date: 24th April, 2019

JOB LUVONGA WANJALA
KENYATTA UNIVERSITY
P O BOX 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your authorization vide letter Ref: NACOSTI/P/19/17861/29187 dated 11th April, 2019 by NACOSTI to undertake research on "Determinants of employee performance in the County Government of Kakamega." I am pleased to inform you that you have been authorized to carry out the research on the same.

ABDIRISACK JALDESA
COUNTY COMMISSIONER
KAKAMEGA COUNTY
APPENDIX VI: AUTHORITY FROM COUNTY DIRECTOR OF EDUCATION, KAKAMEGA COUNTY

MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION

Telephone: 056 – 30411
Fax: 056 – 31307
E-mail: wespripde@yahoo.com

When replying please quote

REF: KAK/C/GA/29/17 IV/144

24TH APRIL, 2019

Job Luvonga Wanjala
Kenyatta University
P.O Box 43844-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

The above has been granted permission by National Commission for Science, Technology and Innovation vide their letter Ref No. NACOSTI/P/19/17861/29187 dated 11th April, 2019 to carry out research on “Determinants of employee performance in the County government of Kakamega”, for a period ending 10th April, 2020.

Please accord him any necessary assistance he may require.

DICKSON O. OGONYA
CDE/CEB – SECRETARY
KAKAMEGA COUNTY
APPENDIX VII: AUTHORITY FROM COUNTY SECRETARY:
KAKAMEGA COUNTY

Republic of Kenya
County Government of Kakamega

Office of the Governor
County Secretary and Head of Public Service

Telephone: 026-31850/31852/31853
Website: www.kakamega.go.ke
E-mail: countysecretary@kakamega.go.ke
When replying please Quote: REF NO:CGK/0CS/GEN CRR/VOL.4/03/44

Mr. Job Luvonga Wanjalu
Reg No: C153/OL/KKA/32012/2016

Ref: Authority to Collect Research Data

The above subject matter refers.

This is to inform you that you have been granted permission to collect data on Determinants of Employee Performance in the County Government of Kakamega for your Masters of Arts Degree in Public Policy and Administration at Kenyatta University.

You are therefore required to adhere to ethical standards and the County Government regulations on confidentiality.

Thank you,

[Signature]

Jacinta Aluoch Odhiambo (Mrs.)
County Secretary and Head of Public Service

Copy to: H.E the Governor