

**ADMINISTRATIVE SYSTEM AND EMPLOYEE PERFORMANCE IN
DEVOLVED GOVERNMENT UNITS IN NAIROBI COUNTY, KENYA**

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DECLARATION

This project is my original work and has not been presented for a degree in any other university.

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This project has been submitted for review with my approval as university supervisor.

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DEDICATION

I dedicated this project to my family, friends and colleagues who have been my source of inspiration throughout this journey. May Almighty God bless you all abundantly.

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ABBREVIATIONS AND ACRONYMS

AML	:	Anti-Money Laundering
BBC	:	British Broadcasting Corporation
BCA	:	Bank Central Asia
CBN	:	Central Bank of Nigeria
DPR	:	Department of Petroleum Resources
EACC	:	Ethics and Anti-Corruption Commission
ERG	:	Existence, Relatedness, Growth
EU	:	European Union
FEMA	:	Federal Emergency Management Agency
GDP	:	Gross Domestic Product
GDPR	:	General Data Protection Regulation
GOIL	:	Ghana Oil Company Limited
KCB	:	Kenya Commercial Bank
KNBS	:	Kenya National Bureau of Statistics
KPI	:	Key Performance Indicators
KPLC	:	Kenya Power and lighting company
NACOSTI	:	National Commission for Science and Technology
NASA	:	National Aeronautics and Space Administration
NCC	:	Nigerian Communications Commission
PPMC	:	Pearson Product Moment Correlation
PMC	:	Product Moment Correlation
PPRA	:	Public Procurement Regulatory Authority

SEM	:	Structural Equation Model.
SPSS	:	Statistical Package for the Social Sciences
UK	:	United Kingdom
UN	:	United Nations
WHO	:	World Health Organization

OPERATIONAL DEFINITION OF TERMS

Administrative System: Refers to the structure, processes, and procedures put in place within a government entity to manage its resources, and activities effectively. It encompasses the framework through which decisions are made, policies are implemented, and operations are carried out to achieve organization objectives or fulfil governmental responsibilities. In this study, the administrative system used the following sub-constructs; compensation, work environment, leadership style, and organizational policy compliance.

Compensation: This term refers to the total rewards, including salary, bonuses, benefits, and incentives, provided to employees by both public and private organizations in exchange for their work and contribution. Compensation in this study context was evaluated using the following indicators, namely; Perceived fairness of compensation, Retention and turnover, and Total compensation package value.

Work Environment: Work environment entails the social, psychological, and physical conditions in which organizational staff perform their duties. Work environment, in this study, was evaluated using three indicators, namely; Organizational culture, Interpersonal relationships, and Technology adoption.

Leadership Style: Leadership style denotes the approach, behaviors, and characteristics exhibited by leaders in influencing and guiding their team members. In this study, leadership style was evaluated using

three indicators, namely; charisma/Inspirational motivation, transaction/contingent leadership, and laissez-faire leadership.

Organization Policy Compliance: This term indicates the degree to which staff comply to policies, regulations, and rules established by the firm. It reflects the level of conformity and adherence to organization standards and guidelines. In this study, the organization policy compliance was evaluated using three indicators, namely; Policy adherence, incident reporting and resolution, and training and awareness.

Employee performance: Employee performance encompasses the outcomes, achievements, and effectiveness of staff in performing their works duties and tasks. Employee performance, in the study context, was examined using; Key Performance Indicators, 360-degree feedback, and employee engagement.

ABSTRACT

In today's dynamic and competitive transnational environment, the performance of staff stands as a critical factors influencing transnational success and effectiveness. The devolved administrative units were aimed to enhance government accessibility to citizens, empower local communities, and build capacity for sustainable development. Despite the increased emphasis on employee performance within the devolved administrative units in Kenya, challenges persist that affect effectiveness and efficiency at the county level. The study examined the effect of compensation, work environment, organizational policy compliance, and leadership style on staff performance in Nairobi County, Kenya. Heisenberg's Two-Factor, Mas-low's Hierarchy of Needs, and Existence, Relatedness, Growth (ERG) theories were adopted to inform the conceptualization of the studyvariables and relationships. Using a Mixed-methods research design, the study concentrated on specified population of 271 comprising of employees working within the administrative units of Nairobi County, and the sample size was 162 respondents. Stratified and convenience sampling were used on the respondents. The study adhered to research ethical guidelines prioritizing confidentiality and voluntary participation among respondents. Descriptive statistics such as standard deviations, frequencies, and means were calculated to summarize the attributes of the data, while inferential statistical techniques used to respond the research questions were linear regression analysis and correlation analysis. Results were displayed in tables, charts and figures, for quantitative data, while for qualitative data, thematic analysis was used. Study results indicated compensation, work environment, and leadership style exerted a positive and substantial influence effect on staff performance in Nairobi County, Kenya. While organizational policy compliance possessed a negative and significant effect on employee performance. The study strongly recommends a review on the policy adherence, training and awareness programs, and leadership styles. Thus, the study suggests that future studies should narrow the scope for policy compliance and leadership style in order to subtly determine the impact on staff performance.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

In the modern advantageous and fast-paced organizational environment, the performance of employees stands as a critical determinant of organization success and effectiveness. The devolved administrative system represents a paradigm shift in governance, decentralizing power, resources, and decision-making authority from national governments to regional or local authorities. The objective of devolving the central governance system was to promote democratic participation, enhance local autonomy, and improve service delivery by customizing policies and initiatives to correspond to the unique needs and preferences of local communities. By empowering regional and local governments to manage their own affairs, devolution sought to address historical inequalities, promote inclusive development, and foster citizen engagement in governance processes. Devolution aimed to improve government engagement and accessibility with citizens, empower local communities, and build capacity for sustainable development, ultimately contributing to more responsive, accountable, and effective governance structures at the grassroots level.

Employees are key stakeholders in the implementation, delivery, and effectiveness of decentralize policies and programs (Marco-Yiadom, Tackie, & A china, 2016). As front line representatives of county governments and local authorities, employees are tasked with translating policy directives into tangible outcomes and services that directly affect communities (Masefield, Msosa, & Grugel, 2020). Their roles encompass a wide range of functions, including service delivery, policy implementation,

community engagement, and administrative support. Employees serve as conduits between government institutions and citizens, facilitating communication, participation, and feedback mechanisms that are essential for responsive and accountable governance (Marfo-Yiadom, Tackie, & A china, 2016). Their dedication, professionalism, and competence are vital in ensuring the successful execution of devolved initiatives, fostering public trust, and promoting inclusive development within local communities. As such, the empowerment, capacity building, and motivation of employees are critical factors in the effective functioning and sustainability of devolved governance units.

The success of devolved administrative systems hinges on the competence, professionalism, and dedication of employees in delivering services, implementing policies, and engaging with local communities (Karama, 2021). High levels of employee performance are essential for optimizing resource utilization, enhancing service delivery, and promoting citizen satisfaction and trust in decentralized governance. Moreover, according to Maina (2016) the dynamic nature of devolved governance requires employees to adapt to changing priorities, collaborate across departments, and demonstrate innovative analytical abilities to tackle the diverse needs and challenges of local communities. Thus, fostering a culture of accountability, continuous learning, and employee engagement is paramount in driving the success and sustainability of devolved administrative systems. Building on this foundation, this research investigated the effects of administrative systems on staff performance in devolved government units.

1.1.1 Administrative Systems

Administrative systems represent the framework of policies, processes, and structures established within organizations to facilitate efficient operations and management (Christensen, Lægreid, & Rykkja, 2016). This study focused on the connection between compensation, work environment, leadership style, policy compliance, and employee performance, as discussed in the sub-sections that follow.

1.1.1.1 Compensation

Fair and competitive compensation systems are often associated with increased workplace fulfilment, and drive. The compensation package offered by organizations plays a crucial role in motivating staff, attracting top talent, and retaining skilled workforce (Darma, & Supriyanto, 2017). In the global scene, in the United States, compensation practices are tied to performance-based incentives, such as bonuses, profit-sharing, and stock options. Companies like Google, Microsoft, and Apple have been offering competitive compensation packages that include performance-based rewards to motivate employees and drive high levels of performance (Akyen, 2019; Brown, 2020).

In Germany, the concept of "equal pay for equal work" is deeply ingrained in the country's labour laws and social policies. The government has been emphasizing on collective bargaining agreements and employee representation on corporate boards to ensure fair and transparent compensation practices (Brown, 2020). Companies like BMW, Siemens, and Volkswagen adhere to these principles, and so offer stable salaries, extensive benefits, and opportunities for career progression to enhance staff

drive and performance. In Japan, compensation structures prioritize long-term employment and loyalty-based rewards (Kunitachi, 2021). Companies like Toyota, Sony, and Panasonic emphasize tenure-based salary increments, performance-based bonuses, and employee benefits, reflecting a commitment to employee well-being and job security as drivers of sustained performance and organizational success (Zubair, 2020).

In Indonesia, compensation practices have reflected a combination of traditional and modern approaches influenced by cultural norms, economic conditions, and regulatory frameworks (Prasetyo et al., 2021). Businesses in Indonesia, such as PT Bank Central Asia Tbk (BCA), PT Telkom Indonesia Tbk, and PT Astra International Tbk, emphasize competitive salary packages, performance-based bonuses, and employee incentives to maintain and recruit top talent in a rapidly evolving business landscape. The Indonesian government has also implemented policies to address income inequality and promote fair compensation practices across various sectors of the economy (Yanuar, 2017; Arif, Syaifani, Siswadi, & Jufrizen, 2019).

In South Africa, compensation practices vary across industries and sectors, influenced by factors such as labour laws, market dynamics, and workforce demographics (Seidman, 2023). Companies in sectors like mining, finance, and telecommunications, including Anglo American, Standard Bank, and MTN Group, offer competitive salaries, performance bonuses, and employee benefits to attract and retain top talent, driving performance and productivity. In Nigeria, compensation practices are shaped by factors such as economic conditions, industry standards, and regulatory frameworks (Aliku, morka, & Igemohia, 2020). Companies like Dangote Group, MTN

Nigeria, and Guaranty Trust Bank provide attractive salaries, career advancement opportunities, and merit-based rewards to motivate employees and improve performance outcomes in a dynamic business environment.

In Ghana, compensation practices reflect the country's emerging economy and diverse industries, including agriculture, mining, and services. Companies such as Ghana Commercial Bank, Ghana Oil Company Limited (GOIL), and MTN Ghana provide attractive remuneration packages, performance-based bonuses, and employee incentives to sustain and recruit talent in a competitive market environment, driving performance and innovation (Kuranchie-Mensah, & Amponsah-Tawiah, 2016). In Uganda, compensation practices are shaped by elements like economic growth, industry regulations, and workforce dynamics. Organizations like Uganda Breweries Limited, MTN Uganda, and Stanbic Bank Uganda offer competitive salary structures, performance-based incentives, and employee development programs to motivate employees and enhance productivity in critical industries such as banking, telecommunications, and manufacturing (Nambujja, 2023).

In Kenya, compensation practices vary across public and private sector organizations, reflecting differences in funding sources, institutionalization structures, and market competitiveness (Mmbusa, 2019). Kenya Airways, the national carrier, performance-based compensation structures to motivate employees and improve operational efficiency in the aviation sector. The airline offers performance bonuses, profit-sharing schemes, and career development opportunities to enhance employee engagement and drive service excellence. In the energy sector, Kenya Power and lighting company (KPLC), the nation's electricity utility provider, has implemented

performance-based compensation systems to enhance employee productivity and service delivery in the energy sector. The company offers performance bonuses, recognition programs, and training opportunities to foster a culture of excellence and accountability among its workforce. Companies like Safaricom, Equity Bank, and Kenya Commercial Bank are known for offering competitive salaries, performance bonuses, and employee benefits to attract and retain talent, driving performance and innovation in the local market (Nzyoka, Muli, & Obere, 2019; Njeri, 2022).

1.1.1.2 Work Environment

Work environment included the social, physical, and cultural circumstances within which staff work. A supportive workplace defined by safety, inclusive, and collaboration fosters staff engagement, productivity, and creativity, thereby enhancing total productivity. Globally, in the USA, the National Aeronautics and Space Administration (NASA), emphasizes innovation, collaboration, and diversity in its work environment. With its mission to explore space and advance scientific knowledge, NASA fosters a culture of creativity and excellence that motivates employees to push boundaries and achieve breakthroughs in space exploration and technology development (Katz, & Krueger, 2019).

In the United Kingdom (UK), the British Broadcasting Corporation (BBC) prioritizes integrity, impartiality, and creativity in its work environment. As a public service broadcaster, the BBC values diversity of perspectives and promotes a culture of journalistic integrity and excellence that empowers employees to deliver high-quality programming and news coverage to global audiences (Lis et al., 2022). The United Nations (UN) promotes inclusive, collaboration, and multilateralism in its work

environment. With its diverse workforce and worldwide initiatives to advance human rights, sustainable development, and peace, the UN cultivates a dynamic and multicultural workplace that encourages innovation and cooperation among employees from around the world (Ellenkamp, et al., 2016).

In Japan, Toyota emphasizes continuous improvement and employee involvement in its manufacturing processes (Ohno, 2019). By promoting teamwork, open communication, and a culture of respect, Toyota has created a nurturing workplace that fosters employee participation and contribution to operational excellence. In Germany, Siemens has been recognized for its commitment to sustainability and employee empowerment. Through initiatives such as adaptive work schedules, inclusion initiatives, equity, and investment in employee development, Siemens cultivates a supportive workplace that enhances employee satisfaction and productivity (Kampkötter, 2017).

Sasol, a South African multinational energy and chemical company, prioritizes safety, diversity, and employee well-being in its work environment. Through robust safety protocols, employee training programs, and initiatives to promote diversity and inclusion, Sasol has created a conducive work environment that enhances employee performance and satisfaction (Myeni, 2016). In Kigali, Rwanda, organizations across various sectors prioritize creating modern and collaborative work environments to support employee performance (Umugwaneza, Nkechi, , & Mugabe, 2019). The Rwanda Development Board and RwandAir exemplify this trend by fostering innovation, transparency, and employee empowerment in their work cultures.

In Kenya, Mombasa County stresses the significance of a positive work environment in public institutions and private enterprises (Mwatumwa, 2016). Companies in the tourism and hospitality industry, including Sarova Hotels and Resorts, prioritise employee well-being, teamwork, and customer service excellence to drive business performance. In Nairobi County, public institutions and private companies strive to establish a supportive work environment to optimize employee performance (Namusonge, 2020). The Nairobi County Government, for instance, has invested in modern office facilities, employee training programs, and employee engagement initiatives to enhance productivity and service delivery. A lingering question remains as to whether the efforts have translated to increase in employee performance.

1.1.1.3 Organizational Policy Compliance

Organizational policies serve as guiding principles that define acceptable behaviour, standards, and expectations within the workplace. Compliance with organizational policies ensures consistency, fairness, and accountability, which are essential to sustain elevated levels of employee performance. In the global context, organizational policy compliance has been a cornerstone of governance, risk management, and organizational performance across diverse industries and sectors. Nations like the United States, United Kingdom, and Germany possess robust regulatory frameworks and enforcement mechanisms to guarantee adherence to laws, regulations, and industry standards in both public and private institutions (Jackson and Schuler, 2019; Guest & Conway, 2020).

The European Union (EU) established regulations and directives governing areas such as competition policy, consumer rights, and environmental sustainability (Guest &

Conway, 2020). Compliance with EU directives, including the General Data Protection Regulation (GDPR) and Anti-Money Laundering (AML) guidelines, serve as mandatory for organizations operating within EU member states. Singapore has stringent regulatory frameworks governing corporate governance, financial reporting, and anti-corruption measures (Paschal & Nizam, 2016). Compliance with laws including the Companies Act, Securities and Futures Act, and Prevention of Corruption Act has been crucial for upholding ethical standards and investor confidence in both public and private institutions.

In Nigeria, compliance with regulatory requirements in banking, telecommunications, and oil and gas sectors has been essential for maintaining operational licenses and public trust (Okemini, 2020). Organizations are required to adhere to regulations issued by oversight organizations including the Central Bank of Nigeria (CBN), Nigerian Communications Commission (NCC), and Department of Petroleum Resources (DPR) to ensure transparency and accountability. Tanzania has regulatory frameworks governing taxation, labour relations, and corporate governance (Mollel Eliphas, Mulongo, & Razia, 2017). Compliance with these laws, such as the Income Tax Act, Employment and Labor Relations Act, and Companies Act has been beneficial for private and public entities to operate legally and ethically within the country.

In Kenya, Government ministries, county governments, and public agencies are required to comply with laws, regulations, and guidelines established by oversight organizations including the Public Procurement Regulatory Authority (PPRA) and Ethics and Anti-Corruption Commission (EACC) to ensure prudent financial

management, procurement integrity, and ethical governance. The devolved administrative system introduced through the 2010 Constitution did decentralize regulatory functions and enforcement mechanisms to county governments. However, the decentralization of regulatory functions and enforcement mechanisms to county governments has presented both opportunities and challenges in ensuring consistent compliance and effective governance across Kenya (Cherubet, Otsyulah, & Mackton, 2023). While the devolution of regulatory functions aimed to bring governance more accessible to the public and promote accountability at the local level, challenges such as capacity constraints, inconsistent enforcement, and varying levels of institutional maturity among county governments have posed significant hurdles.

1.1.1.4 Leadership Style

Leadership style influences the culture, morale, and motivation levels within organizations. Effective leadership characterized by vision, communication, empowerment, and mentorship can inspire and drive employees to achieve their full potential, thereby positively affecting employee performance. In Japan, leadership styles in both public administration and corporate culture is a blend of traditional values and modern management principles. Toyota and Sony Companies utilize a team-oriented and respectful leadership approach, where leaders prioritize employee well-being and continuous improvement (Kampkötter, 2017; Ohno, 2019). Similarly, Japanese administrative systems prioritize consensus-building and long-term strategic planning, fostering stability and continuity in governance.

Germany strongly emphasize leadership development and employee engagement across both the public and private sectors. Companies like Siemens and BMW prioritize a

collaborative and servant leadership style, empowering employees to take responsibility of their tasks and contribute to organizational success. In the public sector (Brown, 2020), German administrative systems promote a participatory and consensus-driven leadership approach, fostering trust and cooperation among government officials and civil servants. In the United States, both public and private institutions recognize the impact of leadership style on staff performance. Within the corporate sector, Google prioritize a participative and transformational leadership style to inspire creativity and drive performance (Akyen, 2019). Similarly, in the public sector, leadership styles in government agencies, such as the Federal Emergency Management Agency (FEMA), emphasize transparency, collaboration, and accountability to enhance employee morale and performance.

Nigeria's business landscape is a mix of leadership styles influenced by cultural diversity and organizational dynamics. Dangote Group and Guaranty Trust Bank prioritize a results-oriented and visionary leadership style, driving performance and growth (Aliku, morka, & Igemohia, 2020). In the public sector, Nigerian administrative systems are characterized by a mix of autocratic and democratic leadership styles, inside a growing emphasis on transparency and accountability. In South Africa, leadership styles vary across public and private sectors. Companies like Sasol and MTN embrace a dynamic and inclusive leadership approach, promoting diversity and innovation among employees (Myeni, 2016; Seidman, 2023). In the public sector, leadership styles within South African administrative systems often focus on transformational leadership principles, aiming to address historical inequalities and promote social cohesion.

In Kenya, leadership styles vary widely across public and private entities. Companies like Safaricom and Equity Bank emphasize a customer-centric and entrepreneurial leadership approach, fostering innovation and agility (Njeri, 2022). Within Kenyan administrative systems, leadership in county governments and public institutions often is a balance between participatory decision-making and strong executive leadership to navigate complex challenges and drive development initiatives (Barasa & Kariuki, 2020). However, challenges such as political interference, bureaucratic hurdles, and resource constraints often crippled leaders' agility and resilience in the complex leadership landscape.

1.1.2 Employee Performance in Devolved Government Units

Employee performance encompasses the outcomes, achievements, and effectiveness of employees in executing their assigned tasks and responsibilities within an organization (Adnan, 2019). In the global context, employee performance has undergone viewed as an integral determinant of organizational success and competitiveness across diverse industries and sectors (Rodriguez, & Walters, 2017). Organizations worldwide prioritize the recruitment, development, and retention of high-performing employees to achieve strategic objectives, enhance productivity while sustaining a competitive edge in the international marketplace. Employee performance management systems, including performance appraisals, goal setting, feedback mechanisms, and professional development opportunities, are widely adopted to optimize individual and team performance (Diamantidis, & Chatzoglou, 2018). The globalization of labour markets and the advent of remote work have further underscored the significance of cultivating an environment of performance excellence

and accountability among employees in multinational corporations and global enterprises.

In Africa, staff performance has remained recognized as an important driver of organizational effectiveness, service delivery, and economic development. Across the continent, organizations, including public sector entities, private companies, and non-profit organizations, face unique challenges and opportunities in managing and incentivising employee performance (WHO, 2021). In many African countries, efforts to enhance employee performance are closely linked to broader initiatives aimed at improving governance, accountability, and public service delivery (Masuku, & Jili, 2019). However, organizational culture, leadership practices, skills mismatches, and socioeconomic factors frequently impact the degree of employee performance and engagement in workplaces. Regional initiatives and capacity- building programs have sought to address these challenges and promote a culture of performance excellence across diverse sectors and industries in Africa.

In Kenya, employee performance is a focal point for both public and private sector organizations seeking to enhance service delivery, achieve organizational objectives, and drive sustainable growth. The devolved administrative system introduced through the 2010 Constitution has placed increased emphasis on employee performance within county governments and local authorities (Ngigi, & Busolo, 2019). In the Kenyan context, factors such as organizational culture, leadership effectiveness, resource allocation, and accountability mechanisms had a significant influence on staff productivity at the county level (Mmbusa, 2019). Efforts to improve employee performance in Kenya have often involved the implementation of performance

management frameworks (contracts), capacity-building initiatives, and reward systems tailored to the unique needs and priorities of devolved units (Cherubet, Otsyulah, & Mackton, 2023). Additionally, initiatives to promote transparency, meritocracy, and professional development have contributed to an environment of high performance excellence and accountability within Kenyan organizations.

However, despite the increased emphasis on employee performance within the devolved administrative system in Kenya, challenges persist that affect performance and productivity at the county level. Among the essential challenges is the variability in leadership effectiveness and management practices across different counties. While some counties have demonstrated strong leadership and effective governance structures that prioritize employee development and performance management, others faced challenges related to leadership turnover, political interference, and lack of clear accountability frameworks. Additionally, resource constraints and competing priorities often limit the implementation of comprehensive performance management frameworks and capacity-building programs in some counties. Furthermore, cultural factors, including resistance to change and entrenched malpractices, hinder efforts to foster a culture of performance excellence and accountability. As such, this research intended to determine the effects of administrative systems on employee performance in devolved units.

1.1.3 Nairobi County

Devolution in Kenya derives its origin from the Constitution of Kenya 2010, that was enacted with the core aim of promoting accountable and democratic exercise of power, fostering public participation in governance, ensuring equitable distribution of

resources and enhancing service delivery (Mutinda & Mbataru, 2020). This constitution established 47 devolved county governments, among them Nairobi County, to address historical marginalization caused by centralized governance systems and bring government services closer to the people (Arale & Kiruthu, 2019). In this context, the governance structures within devolved units play an integral role in shaping employee performance since they determine how resources are allocated, services are delivered to the public and how policies are implemented (Mutolsio, 2018).

Nairobi City, located in the heart of Kenya, serves as the capital and largest city/devolved unit in Kenya hosting over 4.4 million residents, representing close to 9.5% of the national population (Kenya National Bureau of Statistics[KNBS], 2019). As the economic, political, and cultural hub of Kenya, Nairobi City is essential in driving country's progress initiatives and shaping the socioeconomic landscape of the nation (Githira, Opiyo, & Mwaniki, 2019). With a diverse population representing various ethnicity, cultures, and socioeconomic backgrounds, Nairobi County stands as a conglomerate of diversity and dynamism.

The county encompasses both urban and peri-urban areas, characterized by bustling commercial districts, vibrant neighborhoods, and sprawling residential areas. Nairobi serves as a major centre for commerce, trade, finance, and innovation, attracting businesses, entrepreneurs, and professionals from across Kenya and beyond. It contributes approximately 27% of Kenya's Gross Domestic Product (GDP), rendering it the core economic hub where administrative performance directly affects national performance (World Bank, 2021). In addition, it has the highest number of county employees' compared to other

devolved units, staffed by upwards 14,000 employees' spread across different departments, reflecting the scale of administrative systems at work (County Government of Nairobi, 2022). The city's strategic location, coupled with its modern infrastructure and connectivity, positions it as a regional hub for transportation, logistics, and telecommunications.

In addition to its economic significance, Nairobi County hosts key governmental institutions, including the national parliament, government ministries, diplomatic missions, and international organizations. The county's status as the political capital underscores its importance in governance, policy-making, and administration at both the national and local levels. However, Nairobi County also grapples with various challenges, including urbanization, infrastructure deficits, traffic congestion, waste management, and socioeconomic inequalities (Agola, 2020). Despite these challenges, the county continues to evolve and adapt, driven by a spirit of resilience, innovation, and enterprise. Understanding the complexities of Nairobi County is essential for comprehending the broader socio-economic dynamics and organizational landscape within which this study on employee performance is situated. By exploring the relationships of compensation, work environment, leadership style, and organizational policy compliance within Nairobi County, this research sought to add value to the ongoing discourse on organizational effectiveness, governance, and development in Kenya's capital city.

1.2 Statement of the Problem

Employee performance within devolved units in Kenya continue to face challenges linked to weak administrative systems despite the implementation of devolution. As such, Arale and Kiruthu (2019) assessed the effects of devolution on human resource

functions in the Garissa County health sector but focused primarily on training and staffing level, without addressing how decision-making and administrative coordination systems influence employees output. In a related study, Mutolsio (2018) examined employee performance in Kakemega County's health sector but focused the analysis specifically on the outcomes of devolution, neglecting the role of workflow systems and administrative structures in shaping employee efficiency. Although this studies provide valuable insights, they demonstrate a conceptual gap regarding how administrative systems such as supervision mechanisms, communication channels and departmental coordination influence employee performance in devolved units. Consequently, this research aimed to address this gap by exploring the influence of administrative systems on employee performance in devolved government units in Nairobi County, Kenya.

While existing literature discusses various aspects of employee performance and governance structures, there remains a gap in empirical research specific to the context of Nairobi County. Previous studies have primarily focused on broader themes of public administration, public health, governance, and organizational behaviour. Nairobi County, which is in the third devolution regime, is expected to have learned lessons and leveraged on the opportunities and challenges faced since 2013. However, despite concerted efforts to enhance service delivery and organizational effectiveness, there exists a gap between the intended outcomes and the actual performance levels within the departments and sectors of the county government. There has been frequent county employee strikes, most recent in 2022 by the Doctors, abandonment of county offices assigned due to the uncondusive nature of the offices.

According to Nyamori and Gekara (2016), though performance contracts were meant to improve employee commitment and productivity, political goodwill in Nairobi County lacked, which could have changed the socio-political environment. A lack of skill and knowledge, especially in the financial allocation and strategic planning done through a sector working group, resulted in deficient planning and budgeting in the various sectors (CIDP, 2018-2022). From the strategic plans 2018-2022, and 2023-2027 for Nairobi County, there was a repeat issues of workforce shortages caused by natural attrition posing constraints in service delivery. The shortage predominantly affects technical personnel, particularly in the agriculture, health, roads and public works, economic planning, and ICT departments.

The inadequate performance of employees poses significant challenges to the county's ability to meet its development objectives, effectively implement policies, and address the diverse needs of its residents. This gap not only undermines the county's capacity to fulfil its mandate but also erodes public trust and confidence in governmental institutions. By addressing this deficiency in existing literature, the research aims to generate valuable evidence-based recommendations to inform policy formulation, organizational development initiatives, and capacity-building efforts aimed at enhancing employee performance and governance effectiveness within Nairobi County, and by extension other counties in Kenya.

1.3 Objectives of the Study

1. To investigate the effect of compensation on employee performance in devolved government units, a case of Nairobi County, Kenya.
2. To examine the effect of the work environment on employee performance in

devolved government units, a case of Nairobi County, Kenya.

3. To evaluate the effect of organizational policy compliance on employee performance in devolved government units, a case of Nairobi County, Kenya.
4. To examine the effect of leadership style on employee performance in devolved government units, a case of Nairobi County, Kenya.

1.4 Research Hypotheses

H01: There is no significant relationship between compensation and employee performance in devolved government units, a case of Nairobi County, Kenya.

H02: There is no significant relationship between work environment and employee performance in devolved government units, a case of Nairobi County, Kenya.

H03: There is no significant relationship between organizational policy compliance and employee performance in devolved government units, a case of Nairobi County, Kenya.

H04: There is no significant relationship between leadership style and employee performance in devolved government units, a case of Nairobi County, Kenya.

1.5 Justification and Significance of the Study

1.5.1 Justification of the Study

In this particular quest to examine the effect of compensation, work environment, leadership style, and organizational policy compliance on employee performance in Nairobi County, Kenya, this study identified key drivers of employee performance, thereby assisting Nairobi County system in enhancing their operational efficiency and achieving their strategic objectives. Although previous research explores the factors affecting staff performance, limited research exists that examine the combined effects

of compensation, work environment, leadership style, and organizational policy compliance within the specific context of Nairobi County, Kenya. This research addressed this gap by offering data-driven insights into how these factors interact and affect staff performance in a devolved government setting.

1.5.2 Significance of the Study

Nairobi County, as one of the first counties to implement the decentralized governance structure following the implementation of Kenya's 2010 Constitution, has experienced the opportunities and challenges associated with decentralization and local governance. The county's demographic diversity, urban-rural divide, and socioeconomic disparities also present unique challenges and opportunities for governance, public administration, and organizational management. The county has had challenges related to leadership, policy implementation, resource allocation, and service delivery. The results of this study will guide policy choices development and organizational practices aimed at improving employee performance and well-being in Nairobi County. By identifying areas of strength and areas needing improvement, organizations and policymakers can implement targeted interventions and strategies to optimize employee performance and satisfaction.

1.6 Scope of the Study

The research primarily centered on current practices related to compensation, work environment, leadership style, and organizational policy compliance, with data collection and analysis conducted at a specified time-frame without future follow-up on the responses (not a longitudinal study). The study focused specifically on Nairobi County, Kenya, considering its unique socioeconomic and political context within the

broader Kenyan landscape. The study targeted employees across the departments and sectors within Nairobi County government units, to promote a diverse representation of perspectives and experiences from the target respondents. A combination of quantitative and qualitative data was collected using the study's research instruments. In responding to the research questions postulated, the study utilized a multiple regression model.

1.7 Limitations of the Study

The research was limited by the sample size and the specific characteristics of the respondents, potentially limiting the generalizability of the results to other contexts beyond Nairobi County. Challenges related to data collection, such as participant low response rates, data quality, and access to relevant information, could influence the credibility of the findings. External elements like changes in organizational policies, economic conditions, or political dynamics influenced employee performance and organizational practices, posing challenges in isolating the effects of the examined variables. However, the study mitigated the challenges by conducting follow-ups to ensure completeness of the data collected, and also sought clarification on responses that appeared unclear.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction

This section consolidates empirical and theoretical reviews, identifies research gaps, and constructs a conceptual framework to guide the study.

2.1 Empirical Literature Review

This part of the literature review serves as the cornerstone of this study, offering an in-depth synthesis of current studies and empirical findings connected to administrative systems and employee performance in devolved government units. This section provides a detailed exploration of scholarly works that inform the understanding of administrative structures, processes, and their implications for employee performance within the context of decentralization. By critically analyzing previous studies and identifying gaps in the literature, this literature review sets the stage for the empirical investigation into the administrative system and employee performance dynamics.

2.1.1 Compensation and Employee performance

Worker performance plays a vital contribution to a company's success, and it is shaped by different elements, including job motivation and compensation. In a study conducted by Pangastuti (2020), the impact of work motivation and compensation on staff performance was investigated. The research employed a retrospective methodology with a quantitative approach, utilizing multiple regression for data analysis. The target respondents were drawn from UMKM Batik employees in the Keraton sub-district of Yogyakarta City, Indonesia. The findings were that job motivation and Compensation positively and substantially influences staff

performance.

Arif, Syaifani, Siswadi, and Jufrizen (2019) assessed the impact of compensation and work discipline on performance at the Office of Highways and Construction within the Road and Bridge Technical Implementation Unit of North Sumatra Province, Indonesia. The study followed an associative approach, employing interviews and questionnaires for data collection. Multiple linear regression was used for analyzing data. The results indicated that individually, there exists a favorable and substantial correlation between compensation and staff performance. Similarly, there is a positive and significant correlation between work discipline and employee performance. Moreover, collectively, there is a significant correlation between compensation, work discipline, and employee performance. This review highlights a research gap concerning the contextual specificity in examining the link between compensation and staff performance. Whereas their research focuses on a specific geographical and organizational context in North Sumatra Province, lacking consideration for diverse contextual factors. The current study in Nairobi County, Kenya, seeks to bridge this gap by exploring how unique cultural, socioeconomic, and organizational dynamics influence the compensation-employee performance relationship.

Onuora and Okeke (2023) investigated the function of compensation leadership in promoting organizational growth and enhancing employee performance. They employed a survey research design within the context of Anambra State, Nigeria. The research results revealed a robust and meaningful correlation between compensation management and both staff performance and organizational growth. The study highlights the significance of compensation leadership in Anambra State, Nigeria, but

it leaves a gap in understanding how the findings may vary across different regions or organizational settings within Nigeria or in other countries, thus warranting further exploration into the generalization of the results beyond the specific context studied.

Mmbusa (2019) explored the impact of compensation on employee performance within the Public Health Sector of Nairobi County, Kenya. Employing a descriptive research design, the study found that competitive salaries, incentives, indirect compensation, and rewards positively and significantly influenced employee performance. The study's conclusion indicated that a competitive salary package has the potential to enhance employee motivation, decrease turnover rates, and boost productivity, while incentive plans can serve as motivational tools for higher efficiency and productivity. While the study offers valuable insights into the relationship between compensation and its impact on staff performance in the Public Health Sector of Kenya, it leaves a gap in understanding how these findings might translate across different sectors within the city or in other regions of Kenya, thereby calling for further investigation into the generalization of the results across diverse organizational contexts and geographical areas.

Nzyoka, Muli, and Obere (2019) examined the impact of compensation practices on staff performance in biscuit manufacturing companies located within Kenya. Employing a descriptive research design, the study utilized inferential statistics, specifically a multiple regression model, to analyse the association between remuneration strategies and staff performance. The results revealed a notable positive correlation between compensation practices and staff performance in the biscuit

manufacturing companies. While the research explores the relationship between remuneration strategies and staff performance specifically in biscuit manufacturing companies, it leaves a study gap regarding the exploration of how these findings might extend to other sectors or industries within the same geographical area or in different regions of Kenya. Further investigation is warranted to assess the generalization and applicability of the results across diverse organizational contexts and industries.

2.1.2 Work Environment and employee performance

Hafeez et al. (2019) investigated the influence of workplace environment, including both behavioral and physical factors, affect employee productivity (EP) with a focus on the mediating role of employee health (EH). Employing a cross-sectional design, the study unveiled that both Physical and Behavioral Environmental Factors positively impact EH, which in turn positively affects EP. Furthermore, the findings indicate that employee health serves acting as an intermediary in the connection between workplace environmental factors and staff performance. Although the research provides understanding of the interplay between workplace environment, employee health, and productivity, it leaves a research gap concerning the exploration of specific mechanisms or interventions that could enhance employee health within different workplace environments. Further investigation is warranted to delve into practical strategies or interventions aimed at optimizing employee health and performance across various organizational settings and industries.

Obamiro and Kumolu-Johnson (2019) carried out a research to assess the correlation between the workplace setting and staff job satisfaction. Employing a survey research design, the study utilized Pearson Product Moment Correlation (PPMC) and Simple

Regression analysis to examine the relationships across different variables. The results revealed a robust relationship between the workplace condition and staff job satisfaction within a beverage firm in Ado-Odo. Moreover, the study indicated that the work system significantly influences employee effectiveness. While Obamiro and Kumolu-Johnson (2019) investigated the connection between the physical workplace condition and employee job satisfaction within a beverage firm in Ado-Odo, the gap in research exists due to the necessity to extend this investigation to understand the interplay between workplace conditions and its effect on staff performance in Nairobi County, Kenya. Further exploration is necessary to identify how various elements of the workplace setting influence staff performance, particularly in diverse contexts such as Nairobi County.

Lis et al. (2022) sought to examine the effect of professional growth and workplace conditions on the performance of staff within the Aceh Agriculture and Livestock Service Office. Employing a quantitative approach, the study employed a survey to gather data and analyzes the data using Structural Equation Model (SEM). The findings indicated a significant influence of professional growth and workplace conditions on employee motivation and job performance. Additionally, professional growth and workplace conditions were found to directly affect productivity. The research gap lies in the need to explore how these relationships may manifest in different organizational and geographical contexts, particularly in Nairobi County, Kenya.

Namusonge (2020) conducted a study to examine the impact of workplace environment and career advancement on staff performance within the Ministry of

Education in Kenya. The study was based on Attribution Theory and utilized a descriptive research design. The findings revealed a positive and significant association between the work environment and career advancement at the Ministry of Education headquarters in Kenya. While Namusonge (2020) explored the connection between work environment and career advancement within the Ministry of Education in Kenya, the research gap lies in the necessity to broaden the investigation to understand how the findings translate to other sectors or industries within Nairobi County. Further exploration is warranted to discern the specific dynamics regarding the work environment and employee performance in diverse organizational contexts within the county.

Njeri (2022) investigated the correlation between the organizational climate and staff productivity at the Kenya Commercial Bank (KCB) Head Office in Nairobi County. Employing descriptive research methods, the study explored various facets including the physical environment, psycho social work environment, organizational policies environment, and work-life balance. The findings demonstrated a statistically a strong and beneficial effect of these factors on staff performance within KCB. While Njeri (2022) examined the connection between the organizational climate and staff productivity at the KCB Head Office in Nairobi County, the research gap lies in the need to extend this investigation to understand how these relationships manifest across different industries or sectors.

2.1.3 Leadership style and employee performance

Rana, Ka'ol, and Kirubi (2019) evaluated the impact of participative leadership style on employee performance within coffee trading companies in Kenya. The study, rooted

in the positivism philosophy, employed a descriptive correlational research design. Correlation findings demonstrated a significant and a very strong positive relationship between participative leadership style and employee performance. Furthermore, multiple linear regression analysis demonstrated that participative leadership style played a crucial role as predictor of employee performance. While Rana, Ka'ol, and Kirubi (2019) investigated the connection between participative leadership style and staff performance in coffee trading institutions in Kenya, the research gap lies in the need to expand this investigation to comprehend how different leadership styles may influence employee performance across various industries or sectors within Nairobi County, Kenya.

Barasa and Kariuki (2020) investigated the impact of transformational leadership style regarding worker satisfaction with their job within Kakamega. The study employed a descriptive approach, concentrating on employees in Kakamega County. Data analysis involved descriptive methods and chi-square tests. The results suggested that the transformational leadership approach significantly affects employee job satisfaction. While Barasa and Kariuki (2020) explored the relationship between transformational leadership approach and worker satisfaction with their job in Kakamega county, the research gap lies in the necessity to extend this inquiry to understand the ways in which various leadership approaches impact employee performance across various sectors or industries within Nairobi County, Kenya.

Itunga and Awuor (2019) examined the impact of leadership styles on staff performance within State Corporations in Kenya. They utilized a Descriptive Research Design, considering its suitability for the research's content and focus. Regression

analysis unveiled a robust positive connection between leadership style and staff performance, indicating a fundamental relationship between the two. The study revealed that autocratic leadership style was the most prevalent within the commission-based approach, followed by a laissez-faire style and transitional leadership style, with transformational leadership style being the least exhibited. While Itunga and Awuor (2019) delved into the connection between leadership styles and staff performance within State Corporations in Kenya, the research gap lies in the need to extend this inquiry to understand how various leadership styles may affect employee performance across different organizational structures and sectors within Nairobi County, Kenya.

Lita et al. (2023) investigated and assessed the impact of leadership approach and workplace incentives for employees' effectiveness at the Regional Financial Management Agency, Sidenreng Rappang Regency. They utilized Quantitative Analysis as their analytical method. The results from hypothesis testing confirmed the presence of a connection between management approach and staff effectiveness. The tests demonstrated that leadership style positively impact staff performance. While Lita et al. (2023) explored the relationship between approach to leadership and employee motivation, and staff performance the research gap lies in the need to extend this investigation to understand how these factors may influence employee performance within Nairobi County, Kenya.

2.1.4 Organizational Policy Compliance and Employee Performance

Cherubet, Otsyulah, and Mackton (2023) investigated the effect of adherence to human resource regulations assessments on staff performance within state-funded

universities situated in Western region of Kenya. Their research, rooted in human capital theory, aimed to scrutinize the impact of organizational policy compliance on staff performance. Employing a descriptive research design, the researchers employed both descriptive and inferential statistics to analyse the data gathered. Through regression analysis, the results demonstrated a notable and favorable correlation between human resource compliance audits and staff performance among the sampled public universities in Western region of Kenya. While Cherubet, Otsyulah, and Mackton (2023) examined the impact of human resource compliance audits on employee performance in state-funded universities in Western Kenya, there exists a research gap concerning the effect of organizational policy compliance on staff performance specifically within the administrative context of Nairobi County, Kenya.

Chewa's (2023) examined the impact of governmental administrative procedures in service provision within state-funded enterprises operating in the energy sector in Kenya. The study specifically sought to ascertain the effect leadership structure and stakeholders' interests, policy compliance, and the political environment on service provision in these firms. Employing a mixed-method research design, the investigation uncovered that actor's interest, political environment, policy compliance, and leadership hierarchy exerted a strong and meaningful impact on the delivery of services in state-funded firms. Research gap arises regarding the specific effect of organizational policy compliance on employee performance in the administrative within the framework of Nairobi County, Kenya. The focus on service delivery and broader factors in the energy sector does not directly address the connection between organizational policy compliance and staff performance within the organizational

environments.

In the US, research by Jackson and Schuler (2019) emphasize the significance of organizational policies compliance in enhancing employee performance. They argued that when employees adhere to established guidelines and regulations, it fosters a sense of organizational commitment and aligns individual organizational behaviors with objectives. Moreover, compliance with policies ensures consistency within decision-making procedures and promotes a conducive work environment where employees feel supported and valued. Similarly, studies in the UK, such as the work by Guest and Conway (2020), underscore the importance of organizational policies compliance in driving employee performance. They highlighted that clear and transparent policies enhance employee engagement and overall job satisfaction, which are crucial determinants of performance outcomes. Moreover, compliance with organizational policies fosters trust and accountability among employees, leading to improved teamwork and collaboration.

Okemini (2020) investigated the impact of Managerial Enacted Safety Policies on employee performance within the Inna Galaxy Group in Owaza, Ukwa-West L.G.A, Abia State, Nigeria. Employing a survey design, the study aimed to discern the connection between employees' awareness of safety policies implementation and their satisfaction and performance. The findings indicate an absence of a meaningful relationship between satisfaction and performance levels and employees' awareness of enacted managerial safety policies. While Okemini (2020) examined the connection between employee performance and managerial safety policies in Abia State, Nigeria. The study identifies a research gap on the impact of corporate structure policy

compliance on staff performance within the administrative setting.

2.2 Theoretical Review

In exploring the intricacies of employee performance within the dynamic landscape of devolved government units, our research employed a robust theoretical framework anchored in Herzberg's Two-Factor Theory. Building upon Herzberg's foundational insights, the study integrated Maslow's Hierarchy of Needs theory and the ERG Theory (Existence, Relatedness, Growth) to offer a thorough grasp of the complex dynamics driving employee motivation, satisfaction, and performance.

2.2.1 Systems Theory

Ludwig von Bertalanffy is the scholar behind the development of Systems Theory in the 1950s. The theory suggests that an organization functions as an open system composed of independent parts that collaborate to accomplish a shared objective. In addition, the theory emphasizes that inputs such as human capital, policies and resources are transformed through processes such as leadership and administrative procedures into outputs like improved service delivery and performance. The core premise of Systems Theory is that no component of a firm functions in isolation; the functioning of one component influences the overall efficiency of the entire system. This suggests that proper coordination of subsystem such as information systems, budgeting and human resource management enhances organizational performance.

Muthee (2021) conducted a study on Systems Theory and Employee Performance in selected County Governments in Kenya. The study applied the theory to assess how interrelated administrative units influence service delivery and productivity in

devolved systems. The study finding revealed that aligning administrative processes with system interdependence enhances performance and accountability among employees of county governments. This finding aligns with the study objective on leadership styles, which seeks to evaluate how administrative systems affect employee performance in devolved units in Kenya. In addition, it offers a framework for understanding how administrative processes and units combine to produce outcomes such as efficient service delivery.

2.2.2 Goal-Setting theory

Edwin Locke and Gary Latham are the proponent behind the development of Goal-Setting Theory in 1968. The theory is based on the premise that specific and challenging goals, when accepted by employees, result in improved performance compared to unclear or easily attainable goals. In addition, the theory also emphasizes self-efficacy, goal commitment and feedback as integral elements that drive organizational performance. Within this framework, administrative systems that enhance participatory goal-setting processes promote productivity and employee motivation by ensuring that goals are aligned and clear with institutional objectives.

Nyangau (2022) conducted a study that utilized Goal-Setting Theory to assessing the influence of performance target setting on employee productivity in Kenya's public service. The study findings concluded that well-defined goals combined with consistent performance feedback greatly enhanced organizational and individual outcomes. This theory is linked to the relationship between independent and dependent variables examining whether administrative systems in devolved governments hinder or enable effective goal setting and achievement among

employees. It served as a basis for analyzing how feedback and clarity mechanisms within county administrations affect employee performance.

2.2.3 Contingency Theory

Fred Fielder is the scholar behind development of Contingency Theory in 1964. The theory was further developed by G.M Stalker and Tom Burns in 1961. The theory is based on the premise that there is no single best way to lead or organize; instead, organizational success relies on the alignment between external contingencies (size, technology, environment) and internal structures. Its central premise is that an administrative system must be flexible enough to adapt to environmental factors to maintain effectiveness. Consequently, in devolved governments, variations in political and socio-economic contexts require administrative frameworks that can meet local demands.

Ongeri (2023) conducted a study that adopted Contingency Theory focusing on adaptive leadership and contextual flexibility influence performance in county governments in Kenya. The study revealed that counties possessing flexible administrative systems performed better in service delivery as compared to those employing rigid structures. The theory is linked to objectives on compensation and work environment, focusing on how administrative systems in devolved units are tailored to suit their unique contexts and how this affects employee performance. It reinforces the notion that adaptability in administrative processes enhances efficiency and organizational responsiveness.

2.3 Summary of Literature Review and Study Gaps

Table 2.1: Study Gaps

Study	Focus	Methodology	Key findings	Study gap	Current study focus
Arif, Syaifani, Siswadi, and Jufrizen (2019)	Impact of compensation and work discipline on performance.	Associative approach	There exists a strong and meaningful relationship correlation between compensation and employee performance	Contextual gap based on geographical and methodology.	Adopt a Mixed-methods research design. Centered on the impact of compensation on employee performance in Nairobi City County, Kenya.
Mmbusa (2019)	Impact of compensation on employee performance within the Public Health Sector of Nairobi County,	Descriptive research design	Supplementary benefits, performance bonuses, attractive wages, and rewards positively and significantly influenced employee performance.	There is a gap in understanding how these findings might translate across different sectors within the city as well as in the study design incorporated.	Adopted a Mixed-methods research design. Focused on the impact of remuneration on employee performance in Nairobi County, Kenya.

Namusonge (2020)	Effect of workplace condition and career advancement on employee performance	Descriptive research design.	A strong and meaningful association between the workplace condition and employee performance.	The study's design differs from the present research. Study focused on the Ministry of Education in Kenya	Adopt a Mixed-methods research design. The study targeted Nairobi County.
Lis et al. (2022)	Influence of career progression and workplace condition on the performance of employees	Quantitative approach,	Significant effect of career progression and employee workplace on work motivation and employee performance.	There is a geographical contextual gap since their study was based in Nigeria. Their study also adopted a different study design.	Adopt a Mixed-methods research design. The research was conducted in Nairobi county government.
Rana, Ka'ol, And Kirubi (2019)	Impact of engaging leadership approach on employee performance within coffee trading companies in Kenya.	Descriptive correlational research design	Positive correlation on the effect of participative leadership style and employee performance. Participative leadership style served as a key determinant of employee performance	The study was narrowly focused on participative leadership style.	The study explored the impact of various leadership styles on employee performance.
Barasa and Kariuki (2020)	Impact of transformational leadership style on employee contentment.	Descriptive approach	Transformational leadership style significantly affects employee contentment.	Narrowly focused on transformational leadership style.	Adopt a Mixed-methods research design. Concentrated on Leadership styles' and their effect on employee performance.

Itunga and Awuor (2019)	Impact of various leadership styles on employee performance	Descriptive Research Design	The most prevalent by the commission was autocratic leadership style, which was then followed by laissez-faire style, transactional leadership style, and transformational leadership.	The research employed a different research design and its scope was State Corporations in Kenya.	Adopt a Mixed-methods research design. Focused on devolved units, a case of Nairobi County Government.
Chewa (2023)	Impact of government bureaucracy on service delivery	Mixed-method research design,	Policy compliance exerts a strong and meaningful effect on the delivery of services	The focus on service delivery and broader factors in the energy sector does not directly address the connection between organizational policy compliance and workforce productivity within the administrative setting of Nairobi County.	Focused on devolved units, a case of Nairobi County.
Okemini (2020)	Managerial Enacted Safety Policies on employee performance.	Survey design,	There is a lack of significant correlation between employees' awareness of enacted managerial safety policies and their satisfaction and performance levels.	The study focused on managerial enacted safety policies and geographical context was Nigeria. Their study adopted a different study approach.	Adopt a Mixed-methods research design. Focused on organizational policy, compliance and employee performance in Nairobi County.

Source: Researcher (2024)

2.4 Conceptual Framework

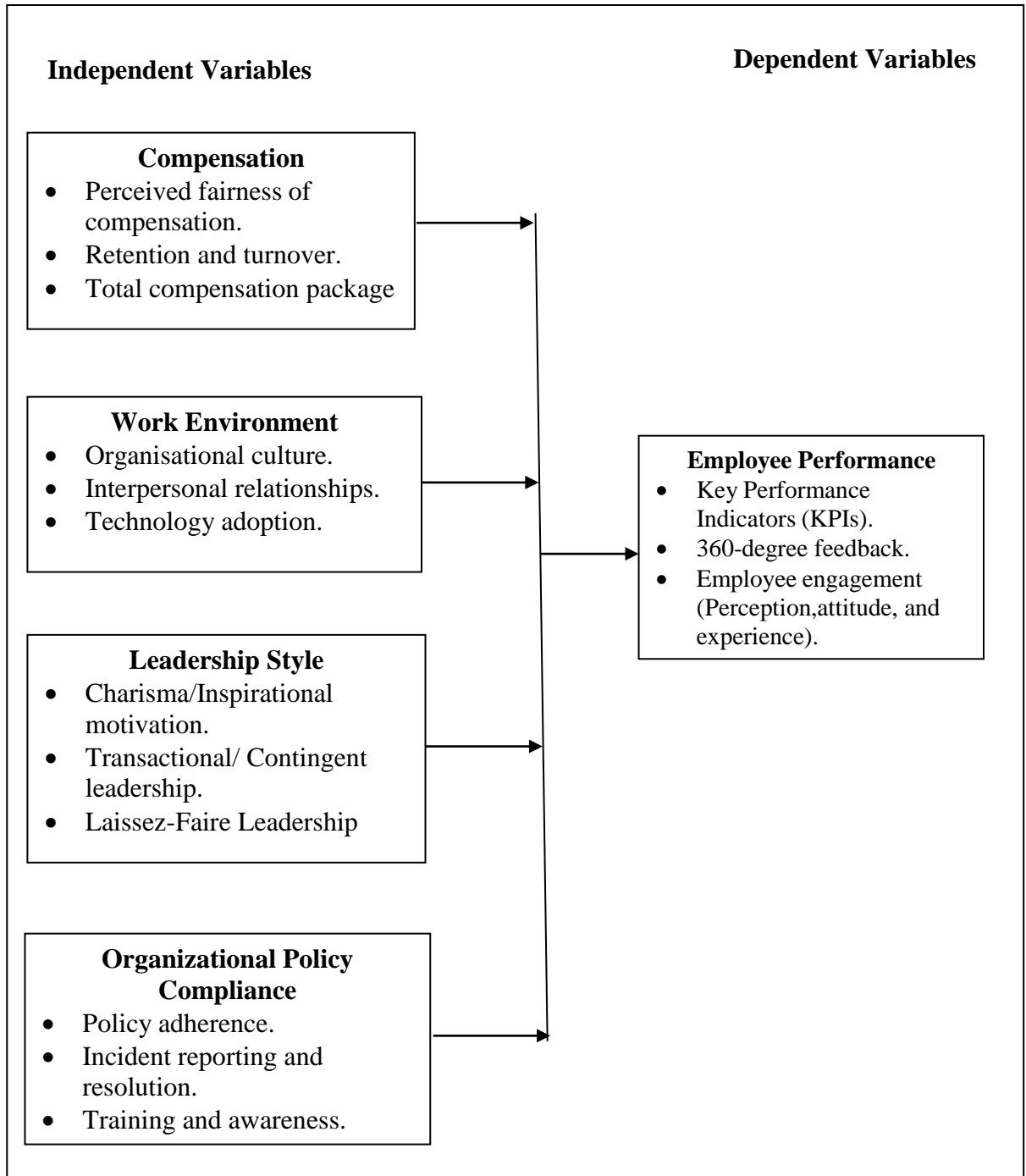


Figure 2.1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This section of the study discussed the approaches employed to analyze the impact of compensation, work environment, organizational policy compliance, and leadership style on staff performance. The chapter discusses the research design (mixed-method), target population, sample size and sampling design, data collection and instruments, pilot study, data analysis and presentation, empirical model specification, and ethical considerations.

3.1 Research Design

This study employed a Mixed-methods research design. The design allowed the incorporation of quantitative and qualitative methods and collected data using questionnaires and interviews. The mixed-methods design offers flexibility in data collection and analysis, allowing for triangulation of findings from different sources (Venkatesh, Brown, & Sullivan, 2016). By triangulating qualitative and quantitative data, the research sought to improve the reliability and validity of the findings, mitigating the limitations inherent in using a single methodological approach (Leavy, 2022).

3.2 Target Population

The intended group of participants included employees working within the administrative units of Nairobi County, Kenya. This included individuals across various departments, divisions, and levels of the organizational hierarchy, as shown in table 3.2.

Table 3.2: Target Population

Category	Population Size
Top level Management (Governor, Deputy Governor, and Chief Officers)	28
Middle and Operations staff (County Sectors, and County Public service)	78
Lower level Management	165
Total	271

Source: County Public Service Board (2023)

Inclusion Criteria: All permanent, temporary, and contractual employees currently employed by Nairobi County were eligible for inclusion in the study. There are no restrictions based on job title, department, or tenure.

Exclusion Criteria: Individuals who were not directly employed by Nairobi County, such as consultants, contractors, or external vendors, were excluded from the study to maintain the focus on internal workforce dynamics.

3.3 Sampling Technique and Sample Size

3.3.1 Sampling Technique

The study sampling technique combined both stratified random sampling and convenience sampling. A combination of these sampling techniques ensured fair representation of stakeholder groups while allowing easy contact of respondents who were readily available and knowledgeable on employee performance. Stratified random sampling involves segmenting the target population into uniform strata or subgroups with unique characteristics. In this study, the workforce within Nairobi

County were stratified grounded in the three categories identified in table 3.1. Stratification guaranteed that each subgroup is included in the sample and captures the diversity within the target population (Rahi, 2016).

Convenience sampling involved participants' selection based on their accessibility. Given the practical constraints and logistical challenges associated with accessing all employees within Nairobi County, convenience sampling was employed to choose the specific respondents in the lower levelmanagement who participated within the study.

3.3.2 Sample Size

The research sample size was determined by Yamane (1967) formula, which is represented bythe equation below:

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

Where:

n - Sample Size

N - Target Population

e - desired level of precision, with 0.05 margin error.

As such, the anticipated sample size was;

$$n = \frac{271}{1 + 271 (0.05)^2}$$

$$n = 161.55 = \mathbf{162}$$

Table 3.3: Sample Size

Category	Population Size	Sample Size
Top level Management (Governor, Deputy Governor, and Chief Officers)	28	17
Middle and Operations staff (County Sectors, and County Public Service)	78	47
Lower level Management	165	98
Total	271	162

Source: Researcher (2024)

3.4 Research Instruments

Structured questionnaires were designed to collect quantitative data on variables. Questions were closed ended and designed to elicit specific responses, allowing for standardized data collection and quantitative analysis. The questionnaires were administered to middle and operations staff (County sectors, and County Public Service), and lower level management. Interview schedules collected qualitative data from respondents' experiences, perceptions, and attitudes regarding compensation, work environment, policy compliance, and leadership practices. Questions were semi-structured, allowing for flexibility in probing and follow-up based on participants' responses. The target respondents for the interview schedules were the top level management of Nairobi County government (Governor, Deputy Governor, and Chief Officers). Interviews were conducted through secured appointments, allowing participants and researcher to schedule a mutually convenient time.

3.5 Pilot Study

Pilot study was conducted in Kiambu County. Kiambu County shares demographic, socioeconomic, and organizational characteristics with Nairobi County. The pilot size was 10% of the sample size (Kothari, 2004), which had 16 respondents. Pilot study helped to assess the logistics involved in recruitment, collection of data and analysis, identifying any challenges that may arise. It allowed researchers to identify and resolve possible challenges before conducting the full-scale study. In this study validity and reliability were assessed during the piloting phase.

3.5.1 Validity of the Research Instruments

This study assessed content, face, and construct validity. Content validity referred to the degree to which the elements/ questions in a measurement instrument represent the construct being measured. Within the scope of this research, content validity was assessed by reviewing the questionnaire items and interview questions to ensure they capture adequately the study variables (compensation, work environment, policy compliance, leadership style, and employee performance) indicators.

Face validity was assessed by examining whether the questionnaire items and interview questions appear to be relevant and appropriate in the eyes of the participants, supervisor(s) and specialists in the domain. Construct validity was evaluated by examining the connection among variables as hypothesized in the research framework via factor analysis.

3.5.2 Reliability of the Research Instruments

The research employed both the test-retest method and Cronbach's Alpha computation. Consequently, the Test-retest reliability evaluated the consistency of

assessment instruments over time by in two separate occasions administering to participants the same instrument to the same group. The relationship between the results recorded at the two time points indicated the degree of stability and the consistency of the research tool overtime.

The computation of Cronbach's Alpha coefficient was undertaken, and the threshold was that values below 0.60 were deemed unacceptable, those falling between 0.60 and 0.70 were considered adequate, and values of 0.70 and above suggested good to excellent internal consistency. In the event that the initial value falls below the acceptable threshold, a process of item deletion was to be initiated to identify problematic items, thereby guiding scale refinement. This iterative process of retesting and refining continued until a level of internal consistency deemed satisfactory is attained. Reliability ensured that the data collected are dependable and reproducible across different situations and times.

3.6 Data Collection Technique

The research utilized a drop-and-collect-later method to the structured questionnaires. This drop-and- pick-later approach involved distributing questionnaires to participants and allowing them to complete the survey at their convenience, though not more than 2 weeks from the date of issuance. In addition, interviews were carried out either via video conferencing, over the phone, in person, or, depending on participant inclination.

3.7 Data Analysis and Presentation

Quantitative information collected from the questionnaires was exposed to SPSS version 20 for to statistical analysis. Descriptive statistics such as standard deviations,

frequencies, and means were calculated to summarize the attributes of the data. Additionally, in responding to the study questions developed under section 1.4, inferential statistical techniques employed were regression analysis and correlation analysis. These techniques facilitated the investigation of connections between variables and tested the respective research hypotheses associated to each of the research question. Quantitative findings were presented using tables, charts, and graphs.

Thematic examination was conducted to analysis qualitative data gathered from interview schedules. This helped to identify recurring themes, patterns, and narratives. This qualitative data was presented using narratives to provide context and depth to the findings. In the context on the effects of compensation, work environment, leadership style, and organizational policy compliance on staff performance in Nairobi County, the empirical model delved into the relationships among the study variables. Through hypothesis testing tailored to tackle the research questions, the study adopted a multiple linear regression. The general form of the multiple linear regression equation was:

$$EP = \beta_0 + \beta_1 C + \beta_2 WE + \beta_3 LS + \beta_4 PC$$

Where;

EP represents employee performance,

C represents compensation,

WE represent work environment,

LS represent leadership style, and

OPC represents organizational policy compliance.

The β_1 , β_2 , β_3 , β_4 represent the change in employee performance associated with one-unit increase in compensation, work environment quality, leadership style effectiveness, and organizational policy compliance respectively, keeping all other factors constant. ε represents the error term, highlighting the difference between the anticipated and observed figures of the dependent variable.

3.8 Ethical Considerations

The research followed ethical guidelines, prioritizing confidentiality and the voluntary participation of all participants involved. Participants were given clear details and the study sought informed consent of the respondents, ensuring their voluntary involvement and confidentiality throughout the study. Ethical considerations were paramount to safeguard the rights and well-being of respondents, including secure storage and handling of data to maintain anonymity and confidentiality.

Before proceeding with data collection, the study undertook necessary ethical procedures, including obtaining approval from key research review boards. The initial step involved seeking ethical clearance from Kenyatta University, which required a formal request for a letter of authorization from the university's Graduate School. Furthermore, to align with national ethical standards and research regulations in Kenya, the research acquired a authorization from the National Commission for Science and Technology (NACOSTI). Lastly, permission was requested from Nairobi County to allow the county employees to be confident about the legality of this research.

CHAPTER FOUR: RESEARCH FINDINGS

4.0 Introduction

This section outlines the data analysis outputs and interpretations. Further, it discusses the response rate, demographic characteristics of the respondents, descriptive analysis as well as inferential analysis are incorporated.

4.1 Response Rate

The study targeted 271 permanent, temporary, and contractual employees working within the administrative units of Nairobi County. From the 271 employees, the study sampled 162 employees who were then involved in the study. 332 questionnaires and 35 interview schedules were prepared and utilized in data collection. Table 4.4 displays the feedback breakdown in terms of the respective research tools.

Table 4.4: Response Rate

Research Tool	Questionnaire		Interviews		Cumulative	
	Count	Percent	Count	Percent	Count	Percent
Actual responses	137	84.57	15	9.26	152	93.83
Non-response	8	4.94	2	1.23	10	6.17
Total targetresponses	145	89.51	17	10.49	162	100.00

Source: Researcher (2024)

From the sampled respondents, the study realized a 93.83% response rate, where 84.57% fully filled the issued questionnaires and 9.26% were engaged in interview sessions. 4.94% of the respondents issued with the questionnaires failed to fully fill them, while 1.23% declined to be interviewed. Nevertheless, the 93.83% response

rate was satisfactory to allow for further data analysis.

4.2 Demographic Information of the Respondents

From the actual responses, the distribution on gender, age, educational level, work category, and length of service are displayed below. The demographic data were essential since helped the researcher to contextualize respondents' perspective, ensuring representation of all stakeholders and accurate interpretation of how background characteristics influenced responses on administrative systems and employee performance.

Table 4.5: Demographic Characteristics

Category		Count	Percent
Gender	Male	108	71.05
	Female	44	28.95
Age	Under 20years	12	7.89
	20 – 30 years	37	24.34
	31 – 40 years	59	38.82
	41 – 50 years	30	19.74
	51 years and above	14	9.21
Education level	Primary Level	-	-
	Secondary Level	13	8.55
	Certificate	18	11.84
	Diploma	31	20.39
	Bachelor's degree	54	35.53
	Master's degree	21	13.82
	Doctorate	15	9.87
County Sector	Mobility and Works	19	12.50
	Talents, Skills Development and Care	12	7.89

Green Nairobi (Environment, Water, Food and Agriculture)	23	15.13
Boroughs Administration and Personnel	16	10.53
Built Environment and Urban Planning	10	6.58
Business and Hustler Opportunities	13	8.56
Health Wellness and Nutrition	12	7.89
Innovation and Digital Economy	11	7.24
Finance and Economic Planning affairs	17	11.18
Built Environment and Urban Planning	19	12.50
Total	152	100.00

Source: Researcher (2024)

Table 4.5 depict that, out of 152 respondents, the majority were male, accounting for 71.05% (108 respondents), while females constituted 28.95% (44 respondents). The age distribution among the respondents showed a diverse range, as the largest age group, 38.82% (59 respondents), fell within the 31 to 40 years’ bracket. 24.34% (37 participants) were within the age range of 20 and 30 years, and those aged between 41 and 50 years accounted for 19.74% (30 respondents). Regarding the level of education, the majority, 35.53% (54 respondents), held a bachelor’s degree, 20.39% (31 respondents) had a diploma, 13.82% (21 respondents) had a master’s degree, 11.84% (18 respondents) held a college certificate, and 9.87% (15 respondents) had achieved a doctorate level of education. None of the respondents reported having only a primary level education, as 8.55% (13 respondents) had completed secondary level education. The respondents worked across various sectors within the county government. From the demographic information, the distribution reflected the diverse and well-educated nature of the workforce.

Further, the research plotted the length of service (duration) over which the respondents have served the county government of Nairobi City. The tenure of employees working in the devolved government units in Nairobi County is as illustrated in figure 4.2.

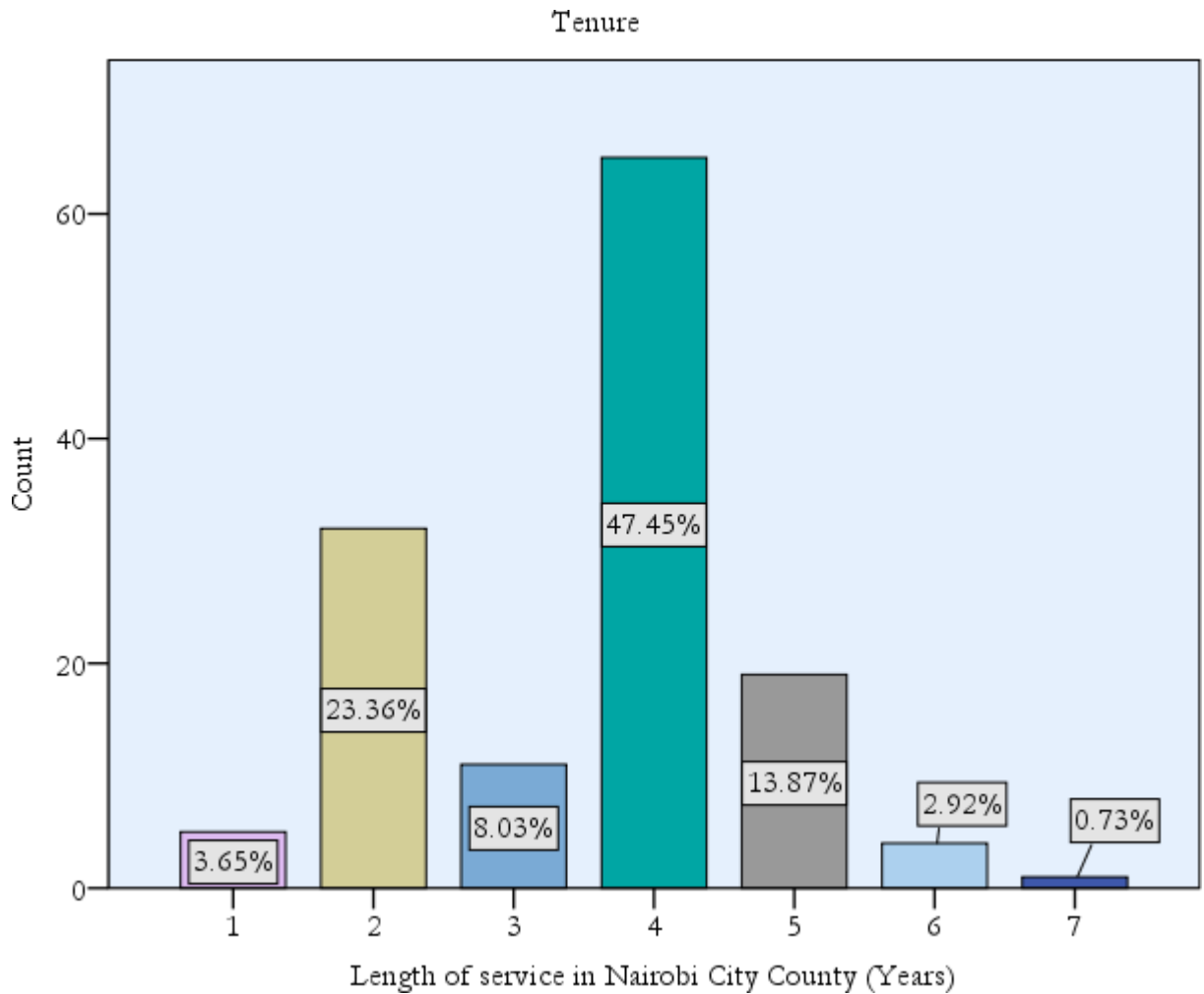


Figure 4.2: Length of Service in Nairobi County

Source: Researcher (2024)

From Figure 4. 2, most respondents, 47.4%, worked in the devolved government units for atleast 4 years. This was followed by a significant portion, 23.4%, with a tenure of

2 years. The data indicated that a substantial number of employees have relatively recent tenure, with the majority having worked for 4 years or less. This distribution suggested a workforce with a mix of relatively new and moderately experienced employees, with very few long-term employees beyond 5 years. Thus the demographic data depicted a balance inclusion of the employees in the devolved Nairobi County.

4.3 Descriptive Analysis

The study identified four constructs that were weighed against the staff performance in devolved governmental units. These constructs were; compensation, work environment, organizational policy compliance, and leadership style. The constructs were further evaluated using their respective indicators (sub-constructs), derived in the conceptual framework. Respondents were required to specify their degree of agreement/disagreement on the assertions under each construct. These responses were collated, computed and presented in standard deviation (SD), mean, and coefficient of variation (CV). The sections which follow, discussed the descriptive findings for each of the five study constructs.

4.3.1 Compensation

Compensation was evaluated using three indicators, namely; Perceived fairness of compensation, Retention and turnover, and total compensation package value. These three indicators were evaluated over a five-level a Likert scale where strongly agree was represented by 1, disagree- 2, neutral- 3, agree- 4, and 5- strongly agree. From the likert responses, an indicator of central tendency, and measures of dispersion were computed. Table 4.6 presents the coefficient of variation (CV), standard deviation (SD), and mean for each of the items under each indicator.

Table 4.6: Compensation

Statements	Mean	Std. Dev.	CV	Statements
B1	I believe compensation reflects the degree of exertion and contribution invested in tasks.	2.964	1.06	0.358
B2	The compensation received for the work done is fair.	2.854	.944	0.331
B3	The transparency and clarity of the compensation structure in the County are satisfactory.	2.854	.944	0.331
BB1	Aggregate score for Perceived fairness of compensation	2.891	.872	0.302
B4	I have observed colleagues leaving their positions due to dissatisfaction with their compensation.	3.905	1.162	0.298
B5	I am likely to consider leaving my current position due to dissatisfaction with my compensation.	2.35	1.148	0.489
B6	The compensation offered by the County is competitive enough to retain talented employees.	3.905	1.162	0.298
BB2	Aggregate score for Retention and turnover	3.387	.485	0.143
B7	The total value of my compensation package is an important factor in my decision to stay or leave my current position.	3.883	.858	0.221
B8	The total compensation package offered by the County government is competitive compared to similar positions in other institutions.	3.883	.858	0.221
B9	I am satisfied with the overall value of my compensation package, including benefits and incentives.	2.496	.876	0.351
BB3	Aggregate score for Total compensation package value	3.421	.746	0.218

B	Composite Index for Compensation	3.233	.509	0.157
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Source: Researcher (2024)

From Table 4.6, the respondents were neutral that compensation reflected the level of effort and contribution put into work (Mean=2.964, SD=1.06), that compensation received for the work done was fair (Mean=2.854, SD=.944), and that transparency and clarity of the compensation structure in the County were satisfactory (Mean=2.854, SD=.944). On average, the respondents expressed neutrality on perceived fairness of compensation in the devolved Nairobi County (Mean=2.891, SD=.872). The responses for perceived fairness of compensation sub-construct had lower coefficients of variation (0.358, 0.331, and 0.331), an indication that the responses had low dispersion from the mean.

On retention and turnover, respondents had a mixed reaction. First, the respondents were agreeing that colleagues left their positions due to dissatisfaction with their compensation (Mean=3.905, SD=1.162), despite the compensation offered by Nairobi County being competitive enough to retain talented employees (Mean=3.905, SD=1.162). However, the participants refuted that they were likely to leave their current job positions due to dissatisfaction with compensation (Mean=2.35, SD=1.148). On average, the respondents expressed neutrality on retention and turnover in the devolved Nairobi County (Mean=3.387, SD=.485). The responses for retention and turnover sub-construct also had lower coefficients of variation (0.298, 0.489, and 0.298), an indication that the responses had low dispersion from the mean.

On the total compensation package value, respondents were agreeing that the total

value of their compensation package was an important a determinant in their choice to stay or leave their current positions (Mean=3.883, SD=.858), and that the total compensation package offered by the County government was competitive compared to similar positions in other institutions (Mean=3.883, SD=.858). However, the respondents disagreed that the were satisfied with the overall value of their compensation package, including benefits and incentives (Mean=2.496, SD=.876). On average, the respondents expressed neutrality on total compensation package value in the devolved Nairobi County (Mean=3.421, SD=.746). The responses for total compensation package value sub-construct had lower coefficients of variation (0.221, 0.221, and 0.351), an indication that the responses had low dispersion from the mean.

In general, on compensation construct, respondents were neutral (neither agreeing nor disagreeing) on perceived fairness of compensation, retention and turnover, and total compensation package value in Nairobi County (Mean=3.233, SD=.509). The variability of the responses were low, as indicated by the low coefficient of variation (CV=.157).

Based on the qualitative evaluation of the administered interviews schedules, the research inquired on any specific aspect of the compensation package that the respondents believed were beneficial in motivating employees. From the responses gathered, the performance-based bonuses was identified as particularly effective in motivating employees. These bonuses ensured that hard work and outstanding performance was rewarded, creating a healthy competitive environment. Additionally, the comprehensive healthcare benefits provide a sense of security and well-being, which was highly valued. Another beneficial aspect was the promotions, which

recognized and reward employees' loyalty and long-term service to the County.

On the challenges or concerns regarding the current compensation structure in the County, the responses indicated that, One conspicuous challenge was the lack of transparency in how compensation decisions are made, leading to perceptions of favouritism and unfairness. Furthermore, the compensation structure did not adequately account for the rising cost of living, making it difficult for employees to maintain their standard of living. There was also a concern about the inconsistency in the distribution of performance- based bonuses, which sometimes seemed arbitrary and not reflective of actual performance.

From the qualitative responses, several suggestions were made to improve compensation in Nairobi County. These were that the compensation system could be implemented in a more transparent and objective evaluation process for performance-based bonuses. Regular reviews and adjustments to salaries to match inflation and cost of living would be beneficial. Introducing more intangible rewards, such as flexible working conditions, could further enhance motivation and alignment with the County mandate. Lastly, ensuring that the compensation structure is equitable across all departments and levels to help in maintaining fairness and employee satisfaction.

4.3.2 Work Environment

Work environment was evaluated using three indicators, namely; organizational culture, interpersonal relationships, and technology adoption. These three indicators were evaluated over a five-level likert scale where 1 represented strongly disagree, 2 was disagree, 3 was neutral, 4 was agree, and 5 was for strongly agree. From the likert

responses, the mean, standard deviation, and coefficient of variation were computed. Table 4.7 presents the items under each indicator in details.

Table 4.7: Work Environment

Statements	Mean	Std. Dev.	CV
C1 The culture in my department/sector fosters a favorable and productive workplace condition.	3.467	1.219	0.352
C2 Employees in my department/sector are encouraged to collaborate and share ideas, reflecting a supportive organizational culture.	3.883	.738	0.190
C3 The culture in my department/sector aligns well with the goals and values of the County government as a whole.	3.883	.738	0.190
CC1 Aggregate score for Organizational culture	3.745	.784	0.209
C4 Interpersonal relationships among colleagues in my department/sector are characterized by mutual respect and cooperation.	4.073	.537	0.132
C5 Communication among team members in my department/sector is open.	3.036	.506	0.167
C6 There is a sense of teamwork and togetherness among employees in my department/sector.	3.036	.506	0.167
CC2 Aggregate score for Interpersonal relationships	3.382	.469	0.139
C7 My department/sector utilizes technology to streamline work processes and improve efficiency.	2.511	.948	0.378
C8 Training and support are provided to employees to support the utilization and implementation of technology.	4.015	.437	0.109
C9 The level of technology adoption in my department/sector positively impacts our ability to achieve County goals.	4.015	.437	0.109
CC3 Aggregate score for Technology adoption	3.513	.381	0.108
C Composite Index for Work environment	3.547	.346	0.098

Source: Researcher (2024)

In Table 4.7, the participants agreed that employees in their department/sector were encouraged to collaborate and share ideas, a reflection of a supportive organizational culture (Mean=3.883, SD=.738), and that the culture in the department/sector aligned well with the goals and values of the County government as a whole (Mean=3.883, SD=.738). However, the respondents were neutral that the culture in their department/sector fostered a positive and productive work environment (Mean=3.467, SD=1.219). On average, the respondents were agreeing on aspects of organizational culture in the devolved Nairobi County (Mean=3.745, SD=.784). The responses for organizational culture sub-construct had low coefficients of variation (0.352, 0.190, and 0.190), an indication that the responses had low dispersion from the mean.

On interpersonal relationships, the respondents were agreeing that interpersonal relationships among colleagues in their department/sector was characterized by mutual respect and cooperation (Mean=4.073, SD=.537). Nonetheless, the respondents were neutral that communication among team members in their department/sector was open (Mean=3.036, SD=.506), and that there was a sense of teamwork and togetherness among employees in the department/sector (Mean=3.036, SD=.506). On average, the respondents expressed neutrality on interpersonal relationships in the devolved Nairobi County (Mean=3.382, SD=.469). The responses for interpersonal relationships sub-construct also had lower coefficients of variation (0.132, 0.167, and 0.167), an indication that the responses had low dispersion from the mean.

On the total technology adoption, respondents were agreeing that the training and

support were provided to employees for the adoption and use of technology (Mean=4.015, SD=.437), and that the level of technology adoption in the departments/sectors positively impacted the ability to achieve County goals (Mean=4.015, SD=.437). However, the respondents disagreed that the departments/sectors employed technology to streamline work processes and improve efficiency (Mean=2.511, SD=.948). On average, the respondents affirmed the technological adoption practices in the devolved Nairobi County (Mean=3.513, SD=.381). The responses for technology adoption sub-construct had low coefficients of variation (0.378, 0.109, and 0.109), an indication that the responses had low dispersion from the mean.

In general, on work environment construct, respondents were in agreement with the current state of their organizational culture, interpersonal relationships, and technological adoption practices in Nairobi County (Mean=3.547, SD=.346). The variability of the responses was very low, as indicated by the very low coefficient of variation (CV=.098).

On qualitative analysis from interviews schedules, the study inquired on the aspects of work environment that would be most conducive for the respondent's productivity and job satisfaction. The responses depicted that the availability of modern technology and tools facilitate efficient work processes. Additionally, having a supportive and collaborative team culture greatly enhances job satisfaction. The flexibility in work hours also allows for an enhanced work-life balance, which is necessary for maintaining high productivity levels.

The research depicted that the workplace condition possessed a significant effect on staff morale and collaboration. A favorable and well-structured workplace condition fostered open communication and teamwork, which boosted morale and led to more collaboration. Conversely, a stressful and poorly managed workplace condition may result in decreased motivation, increased conflicts, and reduced productivity. Therefore, maintaining a healthy and supportive work environment would be essential for optimal team performance. On suggestions to improve work environment, respondents highlighted that enhancing the physical workspace by ensuring it is clean, well-lit, and ergonomically designed would greatly improve comfort and productivity. Secondly, increasing access to career growth and skill enhancement opportunities would help employees feel more valued and equipped for their roles. Lastly, implementing frequent team-bonding activities and wellness programs can help reduce stress and cultivate a more cohesive and motivated workforce

4.3.3 Organizational Policy Compliance

Organizational policy compliance was evaluated using three indicators, namely; policy adherence, incident reporting and resolution, and training and awareness. These three indicators were evaluated over a five-level likert scale. From the likert responses, the mean, coefficient of variation and standard deviation were computed as highlighted in Table 4. 8 below.

Table 4.8: Organization Policy Compliance

Statements	Mean	Std. Dev.	CV	Statements
E1	There is communication and understanding	of3.985	.437	0.120

	County policies among employees in my department/sector.		
E2	County employees adhere to the County policies and procedures.	4.146.3540.085	
E3	Non-compliance with County policies is addressed promptly by management.	4.146.3540.085	
EEI	Aggregate score for Policy adherence	4.092.2550.062	
E4	Employees feel comfortable reporting incidents or violations of County policies.	2.73 1.160.425	
E5	Reported incidents or violations of County policies are handled in a timely manner.	3.985.4370.120	
E6	There is a systematic process in place for resolving incidents or violations of County policies.	3.985.4370.120	
EE2	Aggregate score for Incident reporting and resolution	3.567.5720.160	
E7	There are regular initiatives to raise awareness about County policies and their importance.	2.54 .9080.357	
E8	Employees understand the consequences of non-compliance with County policies.	4.146.3540.085	
E9	Employees receive training on County policies and procedures.	4.088.6690.164	
EE3	Aggregate score for Training and awareness	3.591.3550.099	
	Composite Index for organizational policy compliance	3.75 .2880.077	

Source: Researcher (2024)

From Table 4.8, the participants were agreeing that there was communication and understanding of County policies among employees in the departments/sectors

(Mean=3.985, SD=.437), that County employees adhered to the County policies and procedures (Mean=4.146, SD=.354), and that non-compliance with County policies was addressed promptly by management (Mean=4.146, SD=.354). The respondents were in agreement on policy adherence in the devolved Nairobi County (Mean=4.092, SD=.255). The responses for policy adherence sub-construct had very low coefficients of variation (0.120, 0.085, and 0.085), an indication that the responses had very low dispersion from the mean.

On incidence reporting and resolution, the respondents affirmed that reported incidents or violations of County policies were handled in a timely manner (Mean=3.985, SD=.437), and that there was a systematic process in place for resolving incidents or violations of County policies (Mean=3.985, SD=.437). However, the respondents were neutral that employees felt comfortable reporting incidents or violations of County policies (Mean=2.73, SD=1.16). On average, the respondents affirmed the incidence reporting and resolution practices in the devolved Nairobi County (Mean=3.567, SD=.572). The responses for incidence reporting and resolution sub-construct had low coefficients of variation (0.425, 0.120, and 0.120), an indication that the responses had low dispersion from the mean.

On training and awareness practices, respondents agreed that employees understood the consequences of non-compliance with County policies (Mean=4.146, SD=.354), and that employees received training on County policies and procedures (Mean=4.088, SD=.669). Nevertheless, the respondents disagreed that there were regular initiatives to raise awareness about County policies and their importance (Mean=2.540, SD=.908). On average, the respondents were agreeing on aspects of training and

awareness practices in the devolved Nairobi County (Mean=3.591, SD=.355). The responses for training and awareness sub-construct had low coefficients of variation (0.357, 0.085, and 0.164), an indication that the responses had low dispersion from the mean.

In general, on organizational policy compliance construct, respondents affirmed the current policy adherence level, incidence reporting and resolution, and training and awareness practices in Nairobi County (Mean=3.75, SD=.288). The variability of the responses was very low, as indicated by the very low coefficient of variation (CV=.077).

On interview qualitative analysis, the research inquired on how well the employees understood and adhered to county policies and procedures. The responses indicated that employees generally understood the basic County policies and procedures, but the level of adherence varied. While some employees strictly followed the policies, others were less consistent, often due to a lack of detailed understanding or perceived relevance of certain procedures. Regular updates and training sessions on policy changes were not provided, which led to confusion and non-compliance.

On challenges, there were quite a number hindering implementation and compliance with County policies. One major obstacle was the lack of clear communication and training on new or updated policies. Additionally, there was often a gap between policy development and practical application, making it difficult for employees to see the relevance of certain policies. Furthermore, inconsistent enforcement and accountability measures contributed to a lack of seriousness towards policy adherence.

On mitigation measures, the respondents suggested that the County can better promote awareness and adherence to policies by implementing regular training sessions and workshops that clearly explain the policies and their importance. Additionally, fostering a culture of accountability, where adherence to policies is regularly monitored and rewarded, can encourage more consistent compliance. Clear and frequent communication from leadership about the significance of policies and their impact on the County government.

4.3.4 Leadership Style

Leadership was evaluated using three indicators, namely; Charisma/inspirational motivation, transactional/contingent leadership, and Laissez-Faire leadership. These three indicators were assessed over a five-level likert scale. From the likert responses, the mean, coefficient of variation and standard deviation were computed as highlighted in Table 4.9 below.

Table 4.9: Leadership Style

	Statements	Mean	Std. Dev.	CV
D1	My supervisor inspires motivation among team members	2.847	1.077	0.378
D2	My supervisor communicates the vision for our department/sector's future.	2.847	1.077	0.378
D3	The supervisor encourages me to go beyond my normal duties and perform at a higher level.	2.847	1.077	0.378
DD1	Aggregate score for Charisma/Inspirational motivation	2.847	1.077	0.378

D4	My supervisor outlines expectations and rewards performance based on established criteria.	3.139	1.232	0.392
D5	Rewards and recognition in my department/sector are tied to achieving specific goals and targets.	3.139	1.232	0.392
D6	My supervisor provides feedback and guidance to improve performance.	3.139	1.232	0.392
		3.139	1.232	
DD2	Aggregate score for Transactional/ Contingent leadership			0.392
D7	My supervisor tends to take a delegative style and allows workforce to make their own choices.	3.978	.87	0.219
D8	There is unclear direction and guidance from my supervisor.	2.182	.73	0.335
D9	Employees in my department/sector often feel unsupported or neglected by their supervisor.	2.182	.73	0.335
		2.781	.387	
DD3	Aggregate score for Laissez-Faire Leadership			0.139
D	Composite Index for Leadership Style	2.922	.481	0.165

Source: Researcher (2024)

From Table 4.9, the respondents were neutral that supervisors inspired motivation among team members (Mean=2.847, SD=1.077), that supervisors communicated the vision for the departments/sectors' future (Mean=2.847, SD=1.077), and that supervisors encouraged the employees to go beyond their normal duties and perform at a higher level (mean=2.847, SD=1.077). On average, the respondents were neutral on aspects of Charisma/Inspirational motivation in the devolved Nairobi County (Mean=2.847, SD=1.077). The responses for Charisma/Inspirational motivation sub-construct had low coefficients of variation (0.378, 0.378, and 0.378), an indication that

the responses had low dispersion from the mean.

On transactional/contingent leadership, the respondents were also neutral that their supervisors outlined expectations and rewards performance based on an established criterion (Mean=3.139, SD=1.232), that rewards and recognition in the departments/sectors were tied to achieving specific goals and targets (Mean=3.139, SD=1.232), and that supervisors provided feedback and guidance to improve performance (Mean=3.139, SD=1.232). On average, the respondents expressed neutrality on transactional/contingent leadership practices in the devolved Nairobi County (Mean=3.139, SD=1.232). The responses for transactional/contingent leadership sub-construct also had low coefficients of variation (0.392, 0.392, and 0.392), an indication that the responses had low dispersion from the mean.

On the Laissez-Faire Leadership, respondents agreed that supervisor tended to take a delegative style and allowed workforce to make their own choices (Mean=3.978, SD=.870). Nevertheless, the respondents disagreed that there was an unclear direction and guidance from the supervisors (Mean=2.182, SD=.730), and that employees in the departments/sectors often felt unsupported or neglected by their supervisors (Mean=2.182, SD=.730). On average, the respondents were neutral on aspects of Laissez-Faire Leadership practices in the devolved Nairobi County (Mean=2.781, SD=.387). The responses for Laissez-Faire Leadership sub-construct had low coefficients of variation (0.219, 0.335, and 0.335), an indication that the responses had low dispersion from the mean.

In general, on leadership style construct, respondents were neutral with the current

Charisma/Inspirational motivation, Transactional/ Contingent leadership, and Laissez-Faire Leadership practices in Nairobi County (Mean=2.922, SD=.481). The variability of the responses was very low, as indicated by the very low coefficient of variation (CV=.165). Qualitative analysis on administered interviews, the research inquired on the examples of leadership styles that had a positive effect on employee achievements and morale. From the responses, inspirational leadership had a significant effect on employee achievement and morale. Leaders who inspired and motivated employees by setting a vision and encouraging innovation boosted the team's enthusiasm and commitment. Additionally, democratic leadership, where leaders engage team members in deliberation procedure, fostered a sense of accountability and collaboration, further enhancing performance and morale.

On the qualities of a leader to motivate and guide team members, the respondents highlighted that a leader should possess strong communication skills, as clear and transparent communication is necessary for guiding team members. Empathy and emotional intelligence are also vital, as understanding and addressing the concerns and motivations of employees foster a supportive work environment. Furthermore, adaptability and decisiveness are important qualities, allowing a leader to navigate challenges and make informed decisions that benefit the team. Integrity and fairness for building trust and respect within the team.

On their immediate supervisors' leadership style, the respondents indicated that the leadership style of their immediate supervisor greatly influenced team dynamics and productivity. A supervisor with a supportive and inclusive leadership style created a collaborative and cohesive team environment, leading to higher morale and

productivity. Conversely, a more authoritarian or detached leadership style results in low morale, decreased motivation, and fragmented team dynamics. The supervisor's participative approach encouraged open communication, creativity, and a strong sense of teamwork, boosting productivity and overall job satisfaction.

4.3.5 Employee Performance

Employee performance was also evaluated using three indicators, namely; Key Performance Indicators (KPIs), 360-degree feedback, and employee engagement. These three indicators were evaluated over a five-level likert scale. From the likert responses, the mean, coefficient of variation and standard deviation were computed as highlighted in Table 4.10 below.

Table 4.10: Employee Performance

Statements	Mean	Std. Dev.	CV
F1 The current Key Performance Indicators (KPIs) align with my job responsibilities and contribute to my overall performance evaluation	4.044	.617	0.153
F2 The current KPIs reflect the core responsibilities of my role.	4.044	.617	0.153
F3 I believe that achieving KPIs contributes to overall job satisfaction and motivation.	3.533	.858	0.243
	3.873	.612	
FF1 Aggregate score for Key Performance Indicators (KPIs)			0.158
F4 Am comfortable to provide honest and constructive feedback to the County government.	3.533	.858	0.243
F5 The County government uses 360-degree feedback to assess employee performance from multiple perspectives (e.g., Peers, Supervisors, Subordinates).	3.956	.418	0.106
F6 The feedback received has helped to identify areas for individual professional growth, and County performance	3.956	.418	0.106
	3.815	.457	
FF2 Aggregate score for 360-degree feedback			0.120
F7 Employees in my department/sector are actively involved in their tasks and policy development to achieving County targets.	3.803	.673	0.177

F8	The County fosters a culture of employee engagement through various initiatives and programs.	3.569	.784	0.220
F9	Considering factors such as team cohesion, motivation, and work fulfillment, the level of workforce morale and enthusiasm within my department/sector has improved.	3.569	.784	0.220
FF3	Aggregate score for Employee engagement	3.647	.476	0.131
F	Composite Index for Employee performance	3.779	.348	0.092

Source: Researcher (2024)

From Table 4.10, the respondents were agreeing that the current Key Performance Indicators (KPIs) aligned with job responsibilities and contributed to the overall performance evaluation (Mean=4.044, SD=.617), that the current KPIs reflected the core responsibilities of their role (Mean=4.044, SD=.617), and that achieving KPIs contributed to overall job satisfaction and motivation (Mean=3.533, SD=.858). The participants were in consensus on the aspects of key performance indicators in the devolved Nairobi County (Mean=3.873, SD=.612). The responses for key performance indicators sub-construct had very low coefficients of variation (0.153, 0.153, and 0.243), an indication that the responses had very low dispersion from the mean.

On 360-degree feedback, the respondents affirmed that they were comfortable to provide honest and constructive feedback to the County government (Mean=3.533, SD=.858), that the County government used 360-degree feedback to assess employee performance from multiple perspectives like Peers, Supervisors, and Subordinates (Mean=3.956, SD=.418), and that the feedback received has helped to identify areas

for individual professional growth, and County performance (Mean=3.956, SD=.418). On average, the respondents affirmed the 360-degree feedback practices in the devolved Nairobi County (Mean=3.815, SD=.457). The responses for 360-degree feedback sub-construct had low coefficients of variation (0.243, 0.106, and 0.106), an indication that the responses had low dispersion from the mean.

On employee engagement practices, respondents agreed that employees in departments/sectors were actively engaged in their work and policy development to achieving County goals (Mean=3.803, SD=.673), that the County fostered a culture of employee engagement through various initiatives and programs (Mean=3.569, SD=.784), and that the level of employee morale and enthusiasm within departments/sectors have improved, considering factors such as team cohesion, motivation, and job satisfaction (Mean=3.569, SD=.784). On average, the respondents were agreeing on aspects of employee engagement practices in the devolved Nairobi County (Mean=3.647, SD=.476). The responses for employee engagement sub-construct also had low coefficients of variation (0.177, 0.220, and 0.220), an indication that the responses had low dispersion from the mean.

In general, on employee performance construct, respondents affirmed the current Key Performance Indicators Key Performance Indicators, 360-degree feedback, and employee engagement practices in Nairobi County (Mean=3.779, SD=.348). The variability of the responses was very low, as indicated by the very low coefficient of variation (CV=.092).

From the analysis of administered interview schedules, the research inquired on the

factors that contribute to own performance and success in once role. Among the factor mentioned by the respondents were having clear and achievable goals, availability of essential resources and capacity building, and receiving regular feedback from respective supervisor. Additionally, an encouraging workplace condition and acknowledgement for individual efforts and achievements played a crucial role in maintaining once motivation and productivity.

On performance evaluation process with respect to feedback and recognition, qualitative responses indicated that the performance evaluation process could be enhanced by incorporating more frequent and detailed feedback sessions that go beyond annual reviews. Implementing a comprehensive performance evaluation mechanism, where input is gathered from supervisors, peers, and subordinates, which offer a more detailed view of staff's performance. Additionally, setting specific, measurable goals and providing timely recognition for achievements can make the feedback process more meaningful and motivating.

Further, the research probed for suggestions on the strategies to be adopted for the improvement of employee overall performance and engagement within the County sectors. The qualitative responses depicted that department/sectors can implement ongoing career growth and capacity building programs to improve knowledge and skills. Establishing a clear career progression path and providing opportunities for advancement can also boost engagement. Furthermore, promoting a culture of open communication and feedback, along with recognizing and rewarding outstanding performance, can enhance employee motivation and productivity. Lastly, encouraging team-building activities and ensuring a healthy work-life balance will be essential

strategies for maintaining high levels of employee engagement.

4.4 Diagnostic Tests

Before determining the trajectory and intensity regarding the composite variables' effect on the dependent variable using the proposed multiple regression model, three assumptions were tested to validate the construct for the proposed model. These assumptions were normality, multicollinearity, and homoscedasticity. The following subsections discuss these three tests in detail.

4.4.1 Normality Test

The expectation of the normal distribution implies that the errors of the model for regression should be uniformly distributed. Consequently, this analogy was proven after being tested using Shapiro-Wilk test. A normal distribution of residuals ensures that the parameter estimates are unbiased and efficient. The hypothesis of no effect for the Shapiro-Wilk test posits adherence to a normal distribution of the data, while the opposing hypothesis asserts lack of adherence to follow a normal distribution by the data. Notably, rejection of the null hypothesis was caused by a p-value less than 0.05 commonly referred to as non-normality. Consequently, the null hypothesis of a p-value greater than 0.05 cannot be rejected, implying normal distributed data.

Table 4.11: Normality test

Shapiro-Wilk	Statistic	df	Sig.
Compensation	.767	137	.216
Work environment	.758	137	.330
Leadership Style	.765	137	.145
organisational policy compliance	.803	137	.203

Employee performance	.794	137	.060
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a. Lilliefors Significance Correction

Source: Researcher (2024)

From Table 4.11, Compensation, Work environment, Leadership Style, organisational policy compliance, and Employee performance exhibited p-values greater than 0.05 (0.216, 0.330, 0.145, 0.203, and 0.060 respectively). This suggests that the research fails to discard the null hypothesis pertaining the normality of any of the variables with a 5% threshold significance level. Therefore, from this test, the data appears to be normally distributed.

4.4.2 Multicollinearity Test

Multicollinearity takes place when predictor variables in the regression model shows a significant correlation, which can make the model unstable and increase the variance of the coefficient estimates. This assumption was evaluated through the Variance Inflation Factor (VIF) and Tolerance values. A VIF value greater than 10 (or a Tolerance value less than 0.1) indicates a possible multicollinearity challenge.

Table 4.12: Multicollinearity Test

Variables	VIF	1/VIF
Leadership Style	2.072	.483
Compensation	2.007	.498
Organizational policy compliance	1.733	.577
Work environment	1.468	.681
Mean VIF	1.82	.

Source: Researcher (2024)

From Table 4.12, all the independent variables (Leadership Style, Compensation, Organizational Policy Compliance, and Work Environment) had VIF values significantly under the limit of 10, implying that multicollinearity did not serve as a problem in the model. This meant that the independent variables do not exhibit high correlations with each other, and the regression analysis results can be interpreted with confidence.

4.4.3 Homoscedasticity Test

The null hypothesis for this test was constant on the variance residual. This assumption and null hypothesis were checked by using Breusch-Pagan test.

Table 4.13: Breusch-Pagan / Cook-Weisberg test

Variables: fitted values of employee Performance

Ho: Constant variance

chi2(1)	1.34
Prob > chi2	0.2478

Source: Researcher (2024)

Table 4.13 highlight, 1.34 as chi-square value, and 0.2478 as p-value. The study failed to reject the null hypothesis since the p-value (0.2478) was greater than the threshold for statistical significance of 0.05. As such, the assumption of constant variance (homoscedasticity) was not violated, and the regression results can be considered reliable regarding this assumption.

4.5 Inferential Analysis

In responding to the research objectives, the research carried out correlation and regression analysis. Correlation analysis established the existence and characteristics of the connection between predictor and response variables. While, regression analysis quantified the effects of each construct, and the sub-constructs on employee performance. Sections 4.5.1 and 4.5.2 below presents the correlation and regressions outputs, and the associated interpretations.

4.5.1 Correlation Analysis

Correlation measures the connection between two variables direction and strength as represented by Pearson correlation (r). The results are highlighted in Table 4.14 below.

Table 4.14: Pairwise Correlation

Variables	Employee Compensation Performance	Work environment	Leadership Style	Organisational policy compliance
Employee Performance	1.000			
Compensation	0.412 (0.000)	1.000		
Work environment	0.710 (0.000)	0.365 (0.000)	1.000	
Leadership Style	0.128 (0.037)	-0.629 (0.000)	0.103 (0.230)	1.000
Organisational policy	-0.025 (0.077)	-0.331 (0.000)	0.285 (0.001)	0.537 (0.000)

compliance

Source: Researcher (2024)

From Table 4.14, compensation, work environment, and leadership style were positively correlating with employee performance ($r = .412, .710$ and $.128$), while organizational policy compliance was negatively correlating with employee performance ($r = -.025$). The positive correlation, as well as the negative correlation were statistically significant ($p_{value} = .000, .000, .037$, and $.007$). The presence of a connection between the predictor variables and the response variable which implied that modelling a regression equation will be informative, as presented in section 4.5.2.

4.5.2 Administrative System and Employee Performance

Administrative system was evaluated using four constructs, namely; Compensation, Work environment, Leadership Style, and Organizational policy compliance. These four constructs informed the framing of the four objectives of the study. Each of these constructs were measured using three sub-constructs, where the sub-constructs were aggregated in the computation of the composite indices of the respective constructs. Later, the composite indices of each of the constructs (Compensation, Work environment, Leadership Style, and Organizational policy compliance) were regressed against the composite indices of employee performance.

Table 4.15 presents the regression output where Compensation, Work environment, Leadership Style, and policy compliance were the regressors and employee performance was the response variable.

Table 4.15: Administrative system and Employee Performance

Employee Performance	Coef.	Std.	p-value	[95% Confidence	Si	
Compensation (C)		.122	.0542.26	.026	.015	.229 **
Work environment(WE)		.758	.06811.14.000		.623	.893 ***
Organizational policy (OPC)	compliance-	.363	.089-4.09	.000	-.539	-.187 ***
Leadership Style (LS)		.162	.0582.78	.006	.047	.277 ***
Constant		1.585	.3594.41	.000	.874	2.295***
Mean dependent variable			3.779		SD dependent variable	0.348
R-squared			0.588		Number of observation	137
F-test			47.111		Prob > F	.000
Akaike crit. (AIC)			-13.260		Bayesian crit. (BIC)	1.340

*** $p < .01$, ** $p < .05$, * $p < .1$

Source: Researcher (2024)

From the results in Table 4.15, there existed a linear connection between Compensation, Work environment, Leadership Style, Organizational policy compliance, and employee performance ($F_{stat} = 47.11$, $P_{value} = .000$). The multiple linear regression depicted a high explanatory power, as 58.8% was clarified by the four regressors (organizational policy, compensation, work environment, compliance and leadership style), as indicated by the coefficient of determination ($R^2 = .588$).

$$EP = 1.585 + 0.122C + 0.758WE + 0.162LS - 0.363OPC \quad \text{Equation 4. 1}$$

The first objective examined the effects of compensation on staff performance in devolved government units. The research question guiding the objective was to what extent does compensation affect staff performance in devolved government units? This research question was responded to by formulating the null hypothesis that, compensation has no impact on employee performance in Nairobi County. From Equation 4.1, compensation had a strong and meaningful effect on employee performance ($\beta = .122, P_{value} = .026$), implying that we reject the null hypothesis. As such, compensation had an effect on employee performance in Nairobi County. Thus, for a one percent increase/ improvement in compensation, there was an associated 12.2% improvement in employee performance.

The second objective analyzed the impact of work environment on staff performance in devolved government units. The research question guiding the second objective was how does work environment affect staff performance in devolved government units? This research question was responded to by formulating the second null hypothesis that, work environment does not influence staff performance in Nairobi County. From Equation 4.1, workplace condition had a high and meaningful effect on staff performance ($\beta = .758, P_{value} = .000$), implying that we reject the null hypothesis. As such, workplace condition had an effect on employee performance. Therefore, for a one percent increase/improvement in work environment, there was an associated improvement in employee performance in Nairobi County, Kenya by 75.8%. This very high effect indicates that work environment is very crucial in the realization of an increased employee performance.

Objective three evaluated the effects of organizational policy compliance on staff performance in devolved government units. The research question guiding the third objective was what is the effect of organizational policy compliance on staff performance in devolved government units? This research question was responded to by formulating the third null hypothesis that, organizational policy compliance does not affect employee performance in Nairobi County. From Equation 4.1, organizational policy compliance had a strong and adverse effect on staff performance ($\beta = -.363$, $P_{value} = .000$), implying that we reject the null hypothesis. As such, organizational policy compliance had a negative effect on employee performance in Nairobi County. Therefore, for a one percent increase/improvement in organizational policy compliance, there was an associated decline in employee performance in Nairobi County, Kenya by 36.3%. This moderately high negative effect indicates that organizational policy compliance needs urgent mitigation measures to reverse the negative impact, so as to realize an increased employee performance.

In addition, the fourth objective examined the effects of leadership style on staff performance in devolved government units. The research question guiding the fourth objective was how does leadership style affect staff performance in devolved government units? This research question was responded to by formulating the fourth null hypothesis that proposes that leadership style has no effect on staff performance. From Equation 4.1, leadership style had a strong and meaningful effect on staff performance ($\beta = .162$, $P_{value} = .006$), implying that we reject the null hypothesis. As such, leadership style had a favorable effect on staff performance. Thus, for a one percent increase/improvement in leadership style, there was an associated

improvement in employee performance in Nairobi County, Kenya by 16.2%. This positive effect indicates that leadership style also plays an essential role towards the realization of an increased staff performance.

Moreover, the study further examined the individual effects of compensation, workplace condition, organizational policy compliance and leadership style sub-constructs on staff performance. The findings and interpretations are as highlighted in sections 4.5.2.1, 4.5.2.2, 4.5.2.3, and 4.5.2.4.

4.5.2.1 Compensation and Employee Performance in Nairobi County

Compensation was measured using three sub-constructs, namely; perceived fairness of compensation, retention and turnover, and total compensation package value. These three sub-constructs were modeled against employee performance. The multiple linear regression model outputs are as presented in Table 4.16.

Table 4.16: Compensation Sub-Constructs and Employee Performance

Employee Performance	Coef.	Std. Error.	t-	p-	[95% Interval]	Confidence	Sig
Perceived fairness of compensation (PC)	.011	.032	0.32	.746	-.054	.075	
Retention and turnover (RT)	.073	.073	0.99	.322	-.072	.217	
Total compensation package value (TPC)	.185	.049	3.75	0	.087	.282	***
Constant	2.871	1.21	13.67	0	2.455	3.286	***
Mean dependent variable			3.779	SD	dependent		0.348

		variable	
R-squared	0.224	Number of observation	137
F-test	12.809	Prob > F	0.000
Akaike crit. (AIC)	71.474	Bayesian crit. (BIC)	83.154

*** $p < .01$, ** $p < .05$, * $p < .1$

Source: Researcher (2024)

The results in Table 4.16 indicates that approximately 22.4% of the differences in staff performance was accounted for by perceived fairness of compensation, retention and turnover, and total compensation package value ($R^2 = .224$). The $F_{stat} = 12.809$ and $P_{value} = .000$, indicated indicating that the overall regression model was significant. However, from the individual effects of perceived fairness of compensation, retention and turnover, and total compensation package value sub-constructs, both perceived fairness of compensation, and retention and turnover had a positive effect on employee performance ($\beta = .011, .073$), though not significant ($P_{value} = .746, .322$). Nonetheless, total compensation package value sub-construct had a favorable effect on staff performance which was significant ($\beta = .185, P_{value} = .000$), as presented below.

$$EP = 2.871 + 0.185 PC \dots\dots\dots \text{Equation 4. 2}$$

Therefore, under compensation construct, total compensation package value sub-construct can be emphasized by the devolved government units. That is, for a one percent effort/improvement in the total compensation package, employee performance

in the devolved government units will increase by 18.5%.

4.5.2.2 Workplace Condition and Employee Performance.

Work environment was also measured using three sub-constructs, namely; organizational culture, interpersonal relationships, and technology adoption. These three sub-constructs were modeled against employee performance as presented in Table 4. 17.

Table 4.17: Work Environment Sub-Constructs and Employee Performance

Employee Performance	Coef.	Std. Error.	t-	p-	[95% Confidence	Interval]	Sig
Organizational culture (OC)	.307	.03	10.39	0	.248	.365	***
Interpersonal relationships (IR)	.095	.047	2.04	.043	.003	.188	**
Technology adoption (TA)	.463	.054	8.51	0	.355	.57	***
Constant	.681	.262	2.60	.01	.164	1.199	**
Mean dependent variable	3.779		SD dependent variable		0.348		
R-squared	0.583		Number of observation		137		
F-test	61.909		Prob > F		0.000		
Akaike crit. (AIC)	-13.489		Bayesian crit. (BIC)		-1.810		

*** $p < .01$, ** $p < .05$, * $p < .1$

Source: Researcher (2024)

Table 4. 17 indicates a high explanatory power, approximately 58.3% of the change in staff performance was explained by organizational culture, interpersonal relationships, and technology adoption ($R^2 = .583$). The $F_{stat} = 61.909$ and $P_{value} = .000$, indicated

indicating that the overall regression model was essential. From the individual effects of organizational culture, interpersonal relationships, and technology adoption sub-constructs, all had a positive effect on employee performance ($\beta = .307, .095, .463$; $P_{value} = .000, .043, .000$).

The Multiple linear regression becomes as follows;

$$EP = .681 + 0.3070 C + .095 IR + .463 TA \text{ Equation 4.3}$$

Therefore, under work environment construct, as depicted in equation 4.3, all the three sub-construct (organizational culture, interpersonal relationships, and technology adoption) can be emphasized by the devolved government units. That is, for a one percent effort/improvement in the organizational culture, employee performance in the devolved government units will increase by 30.7%, keeping interpersonal relationships, and technology adoption constant. For a one percent effort/improvement in interpersonal relationships, employee performance in the devolved government units will increase by 9.5%, keeping organizational culture, and technology adoption constant. Further, for a one percent effort/improvement in technology adoption, employee performance in the devolved government units will increase by 46.3%, keeping organizational culture, and interpersonal relationships constant.

Of importance to note is the influence of organizational culture and technology adoption on staff performance, which are very high, meaning that organizational culture and technological adoption are paramount in elevating the performance of employees in the devolved government units.

4.5.2.3 Organizational Policy Compliance and Employee Performance in Nairobi

County

Organizational policy compliance was measured using three sub-constructs, namely; policy adherence, incident reporting and resolution, and training and awareness. These three sub-constructs were modeled against employee performance as highlighted in Table 4.18.

Table 4.18: Organizational Policy Compliance Sub-Constructs and Employee Performance

Employee Performance	Coef.	Std. Error.	t-value	p-value	[95% Confidence
Policy adherence (PA)	-.276	.087	-3.18	.002	-.448 - .105 ***
Incident reporting and resolution (IRR)	.337	.0388	8.79	.000	.261 .412 ***
Training and awareness (TAW)	-.566	.061	-9.23	.000	-.687 -.445 ***
Constant	5.742	.355	16.150	5.039	6.445 ***
Mean dependent variable		3.779	SD	dependent	0.348
R-squared		0.530	Number	of	137
F-test		49.973	Prob > F		0.000
Akaike crit. (AIC)		2.837	Bayesian crit. (BIC)		14.517

*** $p < .01$, ** $p < .05$, * $p < .1$

Source: Researcher (2024)

Table 4.18 indicates a high explanatory power, approximately 53% of the change in staff performance was explained for by policy adherence, incident reporting and resolution, and training and awareness ($R^2 = .530$). The $F_{stat} = 49.973$ and $P_{value} = .000$, highlighting overall regression model as essential. From the individual effects of policy adherence, incident reporting and resolution, and training and awareness sub-constructs, incident reporting and resolution had a positive effect on employee performance ($\beta = .337$), while policy adherence, and training and awareness marked a negative effect on staff performance ($\beta = -.276$, and $-.566$). These positive and negative effects were all significant ($P_{value} = .000, .002, .000$).

The Multiple linear regression becomes as follows;

$$EP = 5.742 - 0.276PA + .337IRR - .566TAW \dots \dots \dots \text{Equation 4. 4}$$

Therefore, under organizational policy compliance construct, as depicted in equation 4.4, all the three sub-construct (policy adherence, incident reporting and resolution, and training and awareness) can better the devolved government units. That is, for a one percent effort/improvement in the policy adherence, employee performance in the devolved government units will decline by 27.6%, keeping incident reporting and resolution, and training and awareness constant. For a one percent effort/improvement in incident reporting and resolution, employee performance in the devolved government units will increase by 33.7%, keeping policy adherence, and training and awareness constant. Further, for a one percent effort/improvement in training and awareness, employee performance in the devolved government units will decline by 56.6%, keeping policy adherence, and incident reporting and resolution constant.

Overly, the current policy adherence, and training and awareness practices seemed to exhibit a huge detrimental effect on staff performance, indicating that the current policy adherence, and training and awareness practices needs to be remodeled, re-developed in order to change the negative trajectory towards positive employee performance outcomes in devolved government units. Nonetheless, more emphasis needs to be channeled on the current incident reporting and resolution practices as it will further improve employee performance in devolved government units.

4.5.2.4 Leadership Style and Employee Performance

Leadership style was also measured using three sub-constructs, namely; charisma/inspirational motivation, transactional/ contingent leadership, and Laissez-Faire leadership. These three sub-constructs were modeled against employee performance as discussed in Table 4.19.

Table 4.19: Leadership Style Sub-Constructs and Employee Performance

Employee Performance	Coef.	Std. Error.	t-	p-	[95% Confidence Interval]	Sig
Charisma/Inspirational motivation (CIM)	.177	.019	9.53	0	.14	.214 ***
Transactional/ Contingent leadership(TCL)	-.047	.018	-2.56	.011	-.083	-.011 **
Laissez-Faire Leadership (LL)	-.333	.053	-6.28	0	-.438	-.228 ***
Constant	4.348	.145	29.91	0	4.06	4.635***
Mean dependent variable	3.779		SD dependent variable		0.348	
R-squared	0.639		Number of observation		137	

F-test	78.577	Prob > F	0.000
Akaike crit. (AIC)	-33.455	Bayesian crit. (BIC)	-21.775

*** $p < .01$, ** $p < .05$, * $p < .1$

Source: Researcher (2024)

Table 4.19 highlight an even high explanatory power, approximately 63.9% of the change in staff performance was explained by charisma/inspirational motivation, transactional/ contingent leadership, and Laissez-Faire leadership ($R^2 = .639$). The $F_{stat} = 78.577$ and $P_{value} = .000$, noting a significance in the regression model. From the individual effects of charisma/inspirational motivation, transactional/ contingent leadership, and Laissez-Faire leadership sub- constructs, charisma/inspirational motivation had a favorable influence on staff performance ($\beta = .177$), while transactional/ contingent leadership, and Laissez-Faire leadership had a strong and detrimental detrimental effect on staff performance ($\beta = -.047$, and $-.333$). These positive and negative effects were all significant ($P_{value} = .000, .011, .000$).

The Multiple linear regression becomes as follows;

$$EP = 4.348 + 0.177CIM - .047TCL - .333LL \quad \text{Equation 4. 5}$$

Therefore, under leadership style construct, as depicted in equation 4.5, all the three sub-construct (charisma/inspirational motivation, transactional/ contingent leadership, and Laissez-Faire leadership) can be emphasized by the devolved government units. That is, for a one percent effort/improvement in charisma/inspirational motivation, employee performance in the devolved government units will improve by 17.7%, keeping transactional/ contingent leadership, and Laissez-Faire leadership constant.

For a one percent effort/improvement in transactional/ contingent leadership, employee performance in the devolved government units will decline by 4.7%, keeping charisma/inspirational motivation, and Laissez-Faire leadership constant. Further, for a one percent effort/improvement in the context of Laissez-Faire leadership model, employee performance in the devolved government units will decline by 33.3%, keeping charisma/inspirational motivation, and transactional/ contingent leadership style constant.

Overly, the current transactional/contingent, and Laissez-Faire leadership practices seemed to possess a negative effect on staff performance, indicating that the current transactional/contingent, and Laissez-Faire leadership practices needs a redress to re-direct the negative effects towards positive employee performance outcomes in devolved government units. Nevertheless, more emphasis should be channeled on the current charisma/inspirational motivation practices as it will further improve employee performance in devolved government units.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the findings and discusses the conclusions of the study. Consequently, after the conclusions, the recommendations are presented.

5.1 Summary of Findings

The research assessed the effect of administrative system on staff performance in devolved government units. Administrative systems was examined using four constructs; compensation, work environment, organizational policy compliance, and leadership style. The target population composed of employees working within the administrative units of Nairobi County. This included individuals across various departments/sectors, divisions, and levels of the organizational hierarchy within the county government, who were on permanent, temporary, and contract basis. From a target population of 271 target respondents, a sample of 162 respondents was drawn using stratified random, and convenience sampling techniques. From the sampled respondents, the study realized a 93.83% response rate.

The background information of the 152 participants revealed a predominantly male workforce (71.05%), with the largest age group being 31 to 40 years (38.82%). Most held a bachelor's degree (35.53%), and the workforce was well-distributed across various County sectors. Tenure data showed that 47.4% of employees had been in their roles for 4 years, with most employees having worked for 4 years or less, indicating a workforce with relatively recent tenure and few long-term employees.

Overall, the data suggests a balanced and well-educated workforce in Nairobi County's devolved units.

Correlation analysis showed that compensation, work environment, and leadership style were positively correlating with employee performance, while organizational policy compliance was negatively correlating with employee performance in devolved government units. In responding to the objectives, the study developed research questions which were addressed using research hypotheses. Variance analysis (ANOVA) was used to ascertain whether to accept or reject the null hypotheses. The hypotheses and their corresponding decisions are outlined below.

In objective one, the research aimed to investigate the effects of compensation on staff performance in devolved government units. The research question was, 'to what extent does compensation affect staff performance in devolved government units?' A null hypothesis that 'compensation did not affect employee performance' was developed. This null hypothesis was rejected, as compensation had a favorable and considerate effect on staff performance. On the sub-constructs for compensation, perceived fairness of compensation, and retention/turnover had a favorable and insignificant effect on staff performance. However, total compensation package value had a favorable and considerate effect on staff performance.

Objective two investigated the effects of work environment on staff performance in devolved government units. The research question was, 'how does work environment affect staff performance in devolved government units?' A null hypothesis that 'work environment did not affect employee performance in Nairobi County' was developed.

This null hypothesis was rejected, as workplace condition had a higher favorable and considerable effect on staff performance. On the sub-constructs for workplace condition, all the three sub-construct (organizational culture, interpersonal relationships, and technology adoption) had a favorable and considerable effect on staff performance. Notably, the effects of organizational culture and technology adoption on staff performance in the devolved government units were very high.

The third objective evaluated the effects of organizational policy compliance on staff performance in devolved government units. Study question was, ‘what is the effect of organizational policy compliance on staff performance in devolved government units?’ A null hypothesis that ‘organizational policy compliance did not affect employee performance was developed. This null hypothesis was rejected, as organizational policy compliance had an unfavorable and significant effect on staff performance. On the sub-constructs for organizational policy compliance, incident reporting and resolution had a favorable effect on staff performance, while policy adherence, and training and awareness had a negative effect on staff performance. Notably, the current policy adherence, and training and awareness practices had a huge negative effect on employee performance, while the current incident reporting and resolution practices had a moderate favorable effect.

On the fourth objective, the study examined the effects of leadership style on staff performance in devolved government units. The study question was, ‘how does leadership style affect staff performance in devolved government units?’ Study null hypothesis ‘leadership style did not affect employee performance was developed. This null hypothesis was rejected, as leadership style had a favorable and considerable effect

on staff performance. On the sub-constructs for leadership style, charisma/inspirational motivation had a positive effect on staff performance, while transactional/ contingent leadership, and Laissez-Faire leadership had a negative effect on staff performance.

5.2 Conclusion

In objective one and two this research concludes that compensation and work environment had a positive and considerable effect on staff performance. In the third objective, this research concludes that organizational policy compliance had a negative effect on staff, whereas the last objective concludes that leadership style had a positive and considerable effect on staff performance. Therefore, administrative systems had a considerable/ significant effect on employee performance in Nairobi County.

5.3 Recommendations

5.3.1 Recommendations to Policy

Firstly, the devolved government units need to design and execute compensation policies that reflect the level of effort and contribution of employees. Regular reviews and adjustments to these policies will ensure that compensation remains fair and competitive. To improve the work environment, the County Government should focus on enhancing organizational culture and investing in continuous technological upgrades and training for employees.

The County Government should also strengthen organizational policy compliance. Policies should support regular training sessions to increase awareness and the incident reporting and resolution process should be enhanced to ensure challenges are addressed

promptly. Policies should promote a supportive environment where employees feel safe reporting incidents.

Promoting effective leadership styles is another critical area for policy improvement. Encouraging the development of leaders who can inspire and motivate employees will be essential. Training programs for leadership and other courses should emphasize the importance of charisma and inspirational motivation. Conversely, policies should discourage transactional and laissez-faire leadership styles through leadership development programs that promote positive management practices.

5.3.2 Recommendations to Practice

The devolved government units should implement fair compensation practices. Regular assessments and adjustments to compensation packages will ensure they remain fair and competitive. Establishing clear criteria for compensation decisions will enhance perceived fairness among employees. Introducing more non-monetary benefits to further enhance motivation and alignment with the County mandate. Fostering a positive work environment involves developing initiatives that promote a positive organizational culture and enhance interpersonal relationships among employees. enhance the physical workspace by ensuring it is clean, well- lit, and ergonomically designed to improve comfort and productivity. Additionally, the continuous integration of new technologies will improve their efficiency and job satisfaction.

Enhancing policy compliance measures requires conducting regular training sessions to ensure all employees are aware of organizational policies. Fostering a culture of

accountability, where adherence to policies is regularly monitored and rewarded, can encourage more consistent compliance. Clear and frequent communication from leadership about the significance of policies and their impact on the County government. Implementing a robust system for incident reporting and resolution will address issues promptly and fairly. Developing leadership programs will encourage leaders to adopt motivational and supportive leadership styles. Further, department/sector should implement regular professional advancement and capacity building programs to enhance knowledge and skills. This can enhance employee performance and satisfaction.

5.3.3 Contribution to Knowledge

This study contributes to the discourse on administrative systems and staff performance in devolved government units. Firstly, it provides empirical evidence on the considerable positive impact of fair and comprehensive compensation packages on staff performance, contributing to the existing literature on human resource management. The research also highlights the critical role of a positive workplace condition, including organizational culture and technology adoption, in enhancing staff performance.

Furthermore, on the detrimental effect of policy adherence and training methods impacting employee performance underscore the need for more effective policy implementation strategies. This contributes to the discourse on policy management and employee engagement. Lastly, by identifying the beneficial effects of inspirational leadership and the adverse effects of transactional and laissez-faire styles,

this research adds to academic literature on leadership and its influence on staff performance. It provides a foundation for further exploration into leadership development and organizational effectiveness.

5.4 Future Study Focus

Future studies should narrow the scope for policy compliance and leadership style to determine the impact of staff performance in the devolved government units.

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APPENDICES

APPENDIX I: Consent Form

Researcher: Ndavi Andrew Mutuku.

I am carrying out a research project titled "**Administrative System and Employee Performance in Devolved Government Units in Nairobi County, Kenya.**" This research aims to investigate the factors influencing employee performance within devolved government units in Nairobi County, focusing on compensation, work environment, organizational policy compliance, and leadership style.

Your feedback will be kept confidential and anonymous. Participation in this study is entirely voluntary.

Participants Signature:

Date:.....

APPENDIX II: Questionnaire

This tool will be administered on Middle and Operations staff (County Sectors, and County Public service),and Lower level Management.

Part A: Personal Information

1. Gender: Male [] Female [] Other (please specify) []

2. Age: Under 20yrs []
20-30yrs []
31-40yrs []
41-50yrs []
Over 50yrs []

3. Highest level of education completed:
Primary school [] Secondary school []
Certificate [] Diploma []
Bachelor's degree [] Master's degree []
Doctorate []

4. For what duration have you been working in the devolved government units in Nairobi County, Kenya?

.....

5. Which County Sector do you work in?

Mobility and Works []

Green Nairobi (Environment, Water, Food and Agriculture []

Built Environment and Urban Planning	[]
Talent, Skills Development and Care	[]
Borough, Administration and Personnel	[]
Business and Hustler Opportunities	[]
Health Wellness and Nutrition	[]
Innovation and Digital Economy	[]

PART B: COMPENSATION

6. The objective of the study was to assess your experience and perception regarding compensation within the County government. Please state your degree of agreement with the statements below; SD=Strongly Disagree, D=Disagree, N=Neutral (Neither agreeing nor disagreeing), A=Agree, and SA=Strongly Agree.

Statement	SD	D	N	A	SA
Perceived fairness of compensation					
I believe compensation reflects the degree of effort and contribution put.					
The compensation received for the work done is fair.					
The transparency and clarity of the compensation structure in the County are satisfactory.					
Retention and turnover					
I have observed colleagues leaving their positions due to dissatisfaction with their compensation.					
I am likely to consider leaving my current position due to dissatisfaction with my compensation.					

The compensation provided by the County is competitive enough to keep skilled employees.					
Total compensation package value					
The total value of my compensation package is important in deciding whether I remain or leave my current position.					
The total compensation package offered by the County government is competitive compared to similar positions in other institutions.					
I am satisfied with the overall value of my compensation package, including benefits and incentives.					

PART C: WORK ENVIRONMENT

7. This part focuses on evaluating the work environment within your department/Sector. Please state your degree of agreement with the statements below; SD=Strongly Disagree, D=Disagree, N=Neutral (Neither agreeing nor disagreeing), A=Agree, and SA=Strongly Agree.

Statement	SD	D	N	A	SA
Organizational culture					
The culture in my department/sector fosters result-oriented workplace condition.					
Staff in my department/sector are encouraged to collaborate and share ideas, reflecting a supportive culture.					
The culture in my department/sector aligns well with the goals and values of the County government as a whole.					
Interpersonal relationships					

Interpersonal relationships among colleagues in my department/sector are characterized by mutual respect and cooperation.					
Communication among team members in my department/sector is open.					
There is a sense of teamwork and togetherness among employees in my department/sector.					
Technology adoption					
My department/sector utilizes technology to streamline work processes and improve efficiency.					
Training and support are provided to employees for technology integration.					
The level of technology adoption in my department/sector positively impacts our ability to achieve County goals.					

PART D: LEADERSHIP STYLE

8. The research would like to understand your perceptions of leadership styles within the County government. Please state your degree of agreement with the statements below; SD=Strongly Disagree, D=Disagree, N=Neutral (Neither agreeing nor disagreeing), A=Agree, and SA=Strongly Agree.

Statement	SD	D	N	A	SA
Charisma/Inspirational motivation					
My supervisor inspires motivation among team members					
My supervisor communicates the vision for our department/sector's future.					
The supervisor encourages me to go beyond my normal duties and perform at a higher level.					

Transaction/ Contingent leadership					
My supervisor outlines expectations and rewards performance based on established criteria.					
Rewards and recognition in my department/sector are tied to achieving specific goals and targets.					
My supervisor provides feedback and guidance to improve performance.					
Laissez-Faire Leadership					
My supervisor tends to take a delegative style that allows staff to make their own decisions.					
There is unclear direction and guidance from my supervisor.					
Employees in my department/sector often feel unsupported or neglected by their supervisor.					

PART E: ORGANIZATIONAL POLICY COMPLIANCE

9. Please state your degree of agreement with the statements below; SD=Strongly Disagree, D=Disagree, N=Neutral (Neither agreeing nor disagreeing), A=Agree, and SA=Strongly Agree.

Statement	SD	D	N	A	SA
Policy adherence					
There is communication and understanding of County policies among employees in my department/sector.					
County employees adhere to the County policies and procedures.					
Non-compliance with County policies is addressed promptly by management.					
Incident reporting and resolution					

Employees feel comfortable reporting incidents or violations of County policies.					
Reported incidents or violations of County policies are handled in a timely manner.					
There is a systematic process in place for resolving incidents or violations of County policies.					
Training and awareness					
There are regular initiatives to raise awareness about County policies and their importance.					
Employees understand the consequences of non-compliance with County policies.					
Employees receive training on County policies and procedures.					

PART F: STAFF PERFORMANCE

10. Please state your degree of agreement with the statements below; SD=Strongly Disagree, D=Disagree, N=Neutral (Neither agreeing nor disagreeing), A=Agree, and SA=Strongly Agree.

Statement	SD	D	N	A	SA
Key Performance Indicators (KPIs)					
The present Key Performance Indicators (KPIs) align with my job responsibilities and contribute to my overall performance evaluation					
The current KPIs reflect the core responsibilities of my role.					
I believe that achieving KPIs contributes to overall job satisfaction and motivation.					
360-degree feedback					

Am comfortable to provide honest and constructive feedback to the County government.					
The County government uses 360-degree feedback to assess employee performance from multiple perspectives (e.g., peers, supervisors, subordinates).					
The feedback received has helped to identify areas for individual professional growth, and County performance					
Employee engagement					
Employees in my department/sector are actively dedicated to their responsibilities and policy development to achieving County goals.					
The County fosters a culture of employee engagement through various initiatives and programs.					
Considering factors such as team cohesion, motivation, and employee contentment, the degree of staff morale and enthusiasm within my department/sector has improved.					

END

7. Are there any challenges or concerns regarding the current compensation structure in the County?

.....
.....

8. What are your thoughts on the compensation system to be improved to better align with employee performance and County mandate?

.....
.....

PART C: WORK ENVIRONMENT

9. What aspects of the work environment do you find most conducive to your productivity and jobsatisfaction?

.....
.....

10. How do you perceive the effect of the workplace condition on staff morale and collaboration within your department/sector?

.....
.....

11. Are there any areas within the work environment that you feel could be improved to elevate the overall staff performance and welfare?

.....
.....

PART D: LEADERSHIP STYLE

12. Kindly provide examples of leadership styles you believe have had a positive impact on staff performance and morale?

.....
.....

13. From your perspective, what qualities or characteristics make a supervisor/ leader effective in motivating and guiding team members?

.....
.....

14. How do you think the leadership style of your immediate supervisor influences overall team dynamics and productivity?

.....
.....

PART E: ORGANIZATIONAL POLICY COMPLIANCE

15. From your perspective, how well do employees understand and adhere to County policies and procedures within your department/Sector?

.....
.....

16. Are there any challenges or obstacles hindering effective implementation or compliance with County policies?

.....
.....

17. How do you think the County can better promote awareness and adherence to

policies among employees?

.....
.....

PART F: EMPLOYEE PERFORMANCE

18. What specific factors do you believe contribute most to your own performance and success within your role?

.....
.....

19. How do you think the performance evaluation process could be enhanced to provide more meaningful feedback and recognition?

.....
.....

20. In your opinion, what initiatives or strategies could be implemented to improve overall employee performance and engagement within your department/Sector?

.....
.....



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Internal Memo

FROM: Executive Dean, Graduate School

DATE: 7th October, 2024

TO: Ndavi Andrew Mutuku
C/o Public Policy & Administration Dept.

REF: C153/CTY/28279/2013

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 19th September, 2024 approved your Research Project Proposal for the MA. Degree Entitled, “Administrative System and Employee Performance in Devolved Government Units in Nairobi City County, Kenya.”

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed supervision tracking and progress report forms per semester. The forms are available at the university’s website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


ELIJAH MUTUA

FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy & Administration Dept.

Supervisors:

1. Prof. David Minja
C/o Department of Public Policy & Administration
Kenyatta University

EM/mo





REPUBLIC OF KENYA

Ref No: 131023

RESEARCH LICENSE



This is to Certify that Mr. Andrew mutuku Ndavi of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ADMINISTRATIVE SYSTEM AND EMPLOYEE PERFORMANCE IN DEVOLVED GOVERNMENT UNITS, A CASE OF NAIROBI CITY COUNTY, KENYA for the period ending : 08/November/2025.

License No: NACOSTI/P/24/41941

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Director General
NATIONAL COMMISSION FOR
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Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
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14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
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