

**EFFECTS OF EMPLOYEE ATTITUDES ON ORGANIZATIONAL  
PERFORMANCE IN KENYA: A CASE OF HUDUMA CENTRE – BARINGO**

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**DECLARATION**

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

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## **DEDICATION**

Special dedication to my family for the invaluable love, prayers, support and their encouragement.

## **ACKNOWLEDGMENT**

My at most sincere gratitude goes to my supervisor Dr. Weldon Ng'eno for his dedicated supervision by giving me innovative suggestions to improve my project. Thank you so much daktari. for your precious time, patience and guidance all the way through. May almighty God bless you abundantly.

I would also want to thank my family for their sacrifices and understanding.

## ABSTRACT

Employee attitudes continue to influence work performance of employees in many organizations around the globe. While there has been broad research to understand the effect of employee attitudes, there is limited evidence to show the effect of key employee attitudes on performance of Huduma Centres. The study focuses at examining the effect of employee attitudes on organizational performance, specifically focusing on job satisfaction, job commitment and employee engagement and how these parameters affects the Huduma Centre performance. Expectancy disconfirmation theory, Herzberg's Hygiene theory, Social exchange theory and the Kahn's engagement theory are the theories upon which the study is anchored. This study used the descriptive research design to examine the effect of employee attitudes on organizational performance of Huduma Centre, Baringo. This study conducted a census of 60 employees who were administered with questionnaires comprising of mainly of closed-ended questions. The study used questionnaires to collect data from non-supervisory and supervisory staff respondents. The collected data was then coded and analyzed with the help of analytical software. Descriptive measures were used to analyze quantitative data, specifically the mean and the standard deviation while for inferential statistical techniques, Pearson correlation was used. Tables, charts and graphs was used to present the data. The study ensured informed consent, confidentiality and anonymity are observed when collecting and processing the data. The demographic data results indicated that majority of the respondents were female, married, had a diploma and had served an average of three and half years at the Huduma Centre. The results also obtained that the employees were satisfied with their work and considered the delivery of services at Huduma Centre as efficient. The results of the study indicated a strong positive relationship between employee job satisfaction and organizational performance ( $r = 0.512^{**}$ ,  $p < 0.05$ ). It observed that as employees increase their satisfaction towards work, the organizational outputs increases. The study findings indicated that there is a strong positive relationship between job commitment and organizational performance ( $r = 0.556^{**}$ ,  $p < 0.05$ ). The study also found out a strong positive relationship between employee work engagement and organizational performance ( $r = 0.754^{**}$ ,  $p < 0.05$ ). The findings of the study have an implication on Kenyan public sector policy makers on the need to enhance job satisfaction, job commitment and engagement so as to increase service delivery of Huduma Centres.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

NACOSTI: National Commission for Science, Technology and Innovation

SPSS: Statistical Package for Social Sciences

## OPERATIONAL DEFINITION OF TERMS

<b>Employee attitudes:</b>	It is considered as the psychological state of mind and the way people think about situations. The elements of employee attitude as used in this study are job satisfaction, job commitment and employee engagement.
<b>Employee commitment:</b>	It is the feeling of responsibility that an employee has towards goals and mission of the organization. More committed individuals perform tasks and roles intended to achieve higher organizational goals.
<b>Employee engagement:</b>	The employee's commitment and dedication to the organization's goals and values, discretionary effort, maximizing talents, and being supportive of the organization's goals and values
<b>Huduma Centres:</b>	Vision 2030 flagship projects established to enhance access and delivery of government services to all Kenyans.
<b>Hygiene factors:</b>	Refers to the work environment and setting. This can include aspects such as pay and working conditions.
<b>Job satisfaction:</b>	It is the feeling of enjoyment or fulfillment that an employee derives from a job.
<b>Organizational performance:</b>	Higher performance is achieved when the actual organizational results or outputs exceed set goals or objectives.
<b>Public sector:</b>	Governments and all publicly controlled agencies, entities and enterprises in addition to services or goods offered to citizens. It excludes households, voluntary organizations and private companies.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Organizations around the world leverage on employee performance to increase their competitiveness and enhance survival. Yet, organizations with higher productivity, creativity and innovation have been closely associated with favorable workplace attitude. An attitude is a psychological state of mind which could be either positive or negative (Bullock, Stritch, & Rainey, 2015). It is expected that attitudes of employees regardless of being in the private or public sector, will affect their work performance. Employees with good attitudes exhibit superior performance while those with poor attitudes portray dismal performance (Reddick, 2010). They constitute feelings, behavioral intentions, and beliefs that workers have towards different aspects of their work environment.

Public sector employees, the world over, are facing constant criticism for prevailing negative attitudes. Besides affecting the public's wellbeing, the negative image hurts employee morale and engagement. Job satisfaction, as a parameter of organizational management, remains a critical aspect of employee attitude. Employees are far more likely to have a positive attitude in the workplace if they enjoy their work, are confident and able to complete the tasks assigned, and value the role they are given (Afande, 2015). From the first engagement with employees, even before they become employees, job satisfaction will impact an organization's priorities (Osborne & Hammoud, 2017).

It is the attitude that ranks high in the list of preferred qualities that a human resource manager will be looking at from a prospective employee. Employees that are involved in their work, proactive, initiative, and provide the highest level of service to consumers are in high demand in today's global organizations, particularly in service corporations (Eliyana & Muzaki, 2019). The study of employee attitude is imperative in understanding the influence that it has on the performance of the organization.

Majority of the countries in Africa have embraced the notion of efficiency of government. It is expected of the public sector to deliver distinctive goods and services when driven by compensation and incentive system reforms. However, drawbacks such as corruption, nepotism and tribalism continue to curtail the efficiency and effectiveness of many public sector organizations in Africa particularly Ghana and Nigeria (Abudu, 2016). Unpredictable fluctuations in worker attitudes are associated with erratic provision of services to citizens, nonchalant attitude of staff and careless or casual handling of tools and machines (Suleiman, 2013).

Cultural differences in job attitudes dominate most of the workforce in many African nations (Adigun, 2006; Olajide, 2014). Nevertheless, perceptions of job motivation from the employee perspective are rarely affected by the employee's cultural background but influences organizational performance. Thus, allowing employees to use their abilities and initiative is one of the most recent organizational trends. Any employee will always seek to be part of achievements made by the organization they work for (Iddagoda & Opatha, 2017). An employee becomes satisfied and motivated when the organization empowers and allows them to take initiative. This is especially the case when innovative employees utilize their ideas and technical capacity to

generate greater organizational outputs. Thus, building an environment where employees are highly engaged has a potential of enhancing and increasing the chances of business continuity, growth and success.

Every organization benefits from employees' emotional desire to stay and contribute to the organization's success and growth. Commitment is defined as an attitude that reflects an employee's commitment to the organization, as well as a continuous process by which employees express their concern for the success of the institution (Isaac & Oklikah, 2020). Workers are said to be devoted to the company if they put up consistent effort, according to Yüksel and Yüksel (2008), whether they are intrinsically or extrinsically motivated. As a result, workers' devotion is demonstrated by their willingness to take on duties on behalf of their bosses without much guidance (Decker, 2015). Employees' commitment to management is also demonstrated by their performance meeting the required standards and aligning with the institution's mission, vision, objectives, goals, and interests.

The glamour for change in Kenya has been synonymous with the demand for efficient delivery of government services. Kenyan public sector performance like in many developing countries continues to be hampered by lack of transparency and accountability, low productivity inefficiency and corruption (Lankeu & Maket, 2012). One of the objectives of public sector reforms was changing indiscipline and unethical behaviour and attitudes. Ong'era and Musili (2019) observe that attitude impacts the implementation of government policies especially where policies are complex in nature or where employees exercise substantial discretion in policy implementation. It is through the Vision 2030 agenda that the government of Kenya shows the

determination to positively influence attitudes of civil servants for quality service delivery and efficient government.

The creation of Huduma Centres envisioned the achievement of public sector goals stipulated in Vision 2030. Given that citizens' needs and demands of governments are evolving, public sector employees are required to improve on their service delivery (Robbins & Judge, 2010). The efficiency in service delivery of Huduma Centres is largely influenced by the value that employees attach on change and decision-making processes (Ng'aru & Wafula, 2015). Nonetheless, employees can develop negative attitude to the process and in turn affect efficiency and effective delivery of public services (Thomas, 2014). This shift is complicating government operations, which is exacerbated by the limited resources available to meet numerous competing needs in service delivery.

The Huduma Centre in Baringo is one of the programs established to provide citizen-oriented services to individuals and businesses at the county level. The Kenyan government established Huduma Centres to provide a one-stop service center where individuals may obtain basic services (Waiguru, 2013). The services at Huduma Centre - Baringo, delivered by about 60 employees, are designed to provide residents with satisfaction in ways that previous government services did not. As a result, the focus is on how Huduma Kenya's service quality affects citizens seeking services at the centers' satisfaction levels. It is critical to investigate the employee attitude factors such as job satisfaction, employee commitment, and employee engagement as they affect delivery of services to citizens. The study investigated the effect of employee attitudes on organizational performance of Huduma Centre, Baringo.

## **1.2 Statement of the Problem**

Kenya's state explored a variety of actions in the early 1990s to address poor service delivery to citizens. According to Murithi (2012), the Kenyan government laid off almost 100,000 employees, yet it had little influence on the civil service's efficacy or efficiency. Past research shows that there is a relation between attitudes of employees and organizational performance (Decker, 2015; Murithi, 2012; Olajide, 2014; Osborne & Hammoud, 2017). Bosak *et al.* (2016) argues that skilled and talented employees with negative attitudes are prone to severe underperformance as compared to those with positive attitudes even when not talented and skilled. It is expected of employees with positive attitudes in the workplace to have work enjoyment, confidence in their abilities to execute assigned tasks, and appreciation of assigned roles.

The public service leadership implemented a number of changes to improve the prevailing circumstances starting in the early 1990s through results-oriented management, but by 2005, little had changed (Murithi, 2012). It is then that Huduma Centres were launched by the Kenya government in 2013 to transform citizen service through efficient delivery processes. Its goal is to give citizens with effective government services at their convenience.

While the new platform is supposed to improve service delivery and close gaps in the organizational inefficiency, there is little research work to show whether or not employee attitudes have improved organizational performance of Huduma Centres in Kenya. In the past, employees placed little emphasis on the process of change and decision-making, believing it to be a routine activity (Chepkorir, 2015). The majority

of managers are unconcerned about employee job satisfaction, commitment and employee engagement which are significant in determining organizational performance. There is need to understand the effects of employee commitment and engagement as well as job satisfaction and how they affect performance of the organization. This research study investigated the effects of employee attitudes on organizational performance of Huduma Centre in Baringo, Kenya.

### **1.3 Objectives of the Study**

1. To assess the effect of job satisfaction on the performance of Huduma Centre in Baringo, Kenya
2. To assess the effect of employee job commitment on performance of Huduma Centre in Baringo, Kenya
3. To examine the effect of employee engagement on performance of Huduma Centre in Baringo, Kenya

### **1.4 Research Questions**

1. How does job satisfaction influence the performance of Huduma Centre in Baringo, Kenya?
2. What is the effect of employee job commitment on performance of Huduma Centre in Baringo, Kenya?
3. How does employee engagement influence performance of Huduma Centre in Baringo, Kenya?

### **1.5 Justification and Significance of the Study**

Research on the performance of Huduma Centres in Kenya is fairly new given that it is not so long since its establishment. Since employees are at the centre of service

delivery, it is important to explore their attitudes as this affects the performance of the centre. Past researchers have concentrated their study of service delivery at Huduma Centres in major Kenyan towns and this study considers Baringo as a possible study setting outside these towns. Also Baringo being a hardship area with a lot of insecurity cases and its wide geographical coverage makes it more ideal for this study. Moreover, it brings about the job satisfaction, job commitment and employee engagement which have had limited attention in Huduma Centre service delivery research.

The feedback from employees at Huduma Centre, Baringo is vital in public sector decision making. It informs the design, implementation and evaluation of citizen-centric services to ensure that citizens are satisfied at all times. Public managers tasked with leadership and management of Huduma Centres benefits by identifying the dimensions of quality interactions with employees and excellence in customer service. The study is expected to inform the capacity of policy makers to improve performance of Huduma Centres. Moreover, the study contributes to theory and knowledge on employee attitudes and organizational performance as well as establish research gaps in this discourse.

### **1.6 Scope of the Study**

The study examined the effect of employee attitudes on performance of the Huduma Centre in Baringo County. The centre is located in Kabarnet town and serves most of Kenyan citizens residing in Baringo County. The study gathered opinions, thoughts and ideas of employees working at the Huduma centre. The aim of data collection was

to find out the effects of employee attitudes on organizational performance of Huduma Centre, Baringo.

### **1.7 Limitations of the Study**

This study was limited by the sample size given that the respondents at the study location are not more than 200. Nevertheless, the study utilized the census in which the data collected represents the whole population. Data was also not easily available given that the data in public sector organizations are not meant to be released to anybody. Therefore, the researcher obtained approval from the head of the Huduma Centre before the data collection began, which enabled the respondents provide the data

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, literature review analysis involved scrutinizing relevant scholarly literature on employee attitudes and organizational performance. The chapter discussed the relevant theories that relate to the key variables of the study. The review was based on recent literature from peer-reviewed journals, books, dissertations, and other articles with relevant information and coverage of employee attitudes and organizational performance. Moreover, this chapter analyzed the gaps in literature and provided focus on how to fill the gaps arising from previous studies.

#### **2.2 Empirical Review**

##### **2.2.1 Organizational Performance**

Almatrooshi, Singh and Farouk (2016) reviewed literature on the determinants that influence organizational performance. The authors explored comprehensive reviews of studies that investigated the factors that affected organizational performance. Out of 243 articles that were found to be relevant in their research, the authors collected and summarized 75 articles that satisfied their inclusion criteria. The study found leadership competencies and employee performance to be the key factors that contributed to organizational performance. They further noted that leadership competencies shaped employee's motivations, attitudes and behaviours. It can be noted in this study that there was a gap in the authors identifying the influence of employee attitudes on organizational performance. This study focused on employee

attitudes and their effect on organizational performance by considering Huduma Centre – Baringo.

Mumbi and Makori (2015) examined the effect of employee motivation on performance of Kenya's ministry of agriculture and livestock development. The authors used descriptive and exploratory research design in the study. The study sampled 110 respondents from a target population of 150 using simple random sampling method. The results were analyzed through descriptive, correlation and regression measures. The study results showed that employee training had significant effect on organizational performance. The study also established that performance appraisals, career development and employee compensation influenced organizational performance. This study identifies employee motivation as a significant attitude that influences organizational performance. However, there was a gap in understanding how other attitude factors such as job satisfaction and employee engagement influence organizational performance.

Matui (2017) investigated the influence of employee productivity on Kenya Commercial Bank's performance. The study sampled 61 respondents based on stratified random sample after which they were offered questionnaires to complete. The data was then analyzed using descriptive and regression measures. The findings of the study indicated that bank employees were happy due to presence of merited promotions and the right compensation. The findings also showed that superior organizational performance was attributed to skills and knowledge as well as work commitment and improved participation. The author found that organizational climate affected employee views, attitudes, feelings and perceptions. While it captured

aspects of employee satisfaction and commitment, this study left a gap on employee engagement and the study of Huduma Centre as an organizational setting.

### **2.2.2 Job Satisfaction and Organizational Performance**

Bakotic (2016) investigated the link between organizational performance and satisfaction of employees in their jobs in Croatian publicly listed companies. The author considered job satisfaction and organizational performance as the two major variables. In the study, 5806 employees were administered with questionnaires. The employees were drawn from 40 large to medium-sized Croatian firms. The data was analyzed using correlation measures. The findings from the indicated a weak relationship when considered from the perspective of organizational performance and job satisfaction. However, there was a strong connection between job satisfaction and organization performance in that the former strongly influences the latter. Nevertheless, given this study was conducted on publicly listed companies, it left a gap on the influence of employee job satisfaction on public sector performance and the Kenyan context which was filled by this study.

Blessing, Elenwo and Busola (2020) investigated the relationship between attitudes of employees and performance of service firms in Port Rivers State. The study sampled 200 residents and administered them with structured questionnaires. Descriptive and Pearson correlation measures were used to analyze data. The study findings suggested that employee's attitude, measured in terms of employee job satisfaction, commitment and engagement, positively influenced organizational performance. However, it left a gap on the context of public sector firms and the performance of public sector in the

Kenyan context. This study filled the gap by investigating the link between employee attitude and organizational performance of Huduma Centres in Kenya.

Mwayo (2018) investigated the factors that influenced job satisfaction in the Kenyan department of immigration services. The variables of the study were knowledge and task sharing, job security, communication and social support. Descriptive research design was used by the author for a population of 695 employees at the department of immigration services, Kenya. The study used simple random sampling technique and analyzed the data using descriptive and inferential analysis (multiple regression). The study obtained that social interactions were positively associated with employee job satisfaction. The findings showed mixed agreements on how perceptions of the organization and job satisfaction relate. This study left a gap on the study of the linkages between employee job satisfaction and organizational performance which this study filled.

### **2.2.3 Job Commitment and Organizational Performance**

Bireswari (2013) sought to find out the effect of employee attitude and behavior on performance of the organizational. The study utilized job satisfaction, commitment and engagement variables. The study used a judgmental sample of 310 Information Technology (IT) employees from India. The author analyzed data using regression analytical technique. The study findings indicated that employee attitudes and behavior had significant impact on organizational performance and outcomes. The study utilized job satisfaction and organizational commitment in private sector firms. This left a gap on the effect of worker attitude on public sector service delivery

outcomes and in addition the Kenyan context. This study used the same variables as the author chose census to make a link to public sector service outcomes.

Chepkorir (2015) investigated the influence of service quality on the satisfaction of customers at Huduma Centre - Nairobi. The author used mixed methods for a sample of 50 respondents, and analyzed the data using inferential and descriptive statistics (Pearson correlation). The study findings showed that service quality, friendliness of staff, and timely settlement of customers' difficulties were all elements that contributed to consumer satisfaction at the centre. While the study setting is similar to this study, the variables are different and did not consider attitude factors as job satisfaction, employee commitment and employee engagement. The study filled this gap by investigating the three attitude factors and how they influence Huduma Centre performance.

Ndai and Makhamara (2021) investigated the effects of employee commitment on firm performance by considering Timaflor Company, a private firm in Kenya. The study used the following variables; employee training, employee compensation, working conditions and employee continuance involvement. It utilized stratified random sampling to obtain a sample of 340 employees to respond to the survey. The study exploited descriptive research design and regression analysis model. The study found that employee training, employee compensation, working conditions, and employee continuance involvement influenced organizational performance. This study investigates employee commitment as an attitude variable that influences organizational performance. However, it left a gap on the use of correlation method and also the public sector context which is the performance of Huduma Centres. This

study used correlation measure to investigate the effect of employee commitment on performance of Huduma Centres.

#### **2.2.4 Employee Engagement and Organizational Performance**

Abdalla *et al.* (2015) examined the effect of Huduma Centres on effective delivery of services to Kenyan citizens. The author sampled 30 respondents from Huduma Centre, Mombasa and used surveys and descriptive statistics (frequencies). Main variables of the study were reliability of service delivery measured in terms of waiting period, staffing, and working hours. The study found that Huduma Centre's service delivery was largely regarded as reliable and designed to satisfy citizens. However, it did not investigate on the staff attitudes as satisfaction, commitment and engagement which this study seeks to undertake. It also focused on the service delivery of Huduma Centre Mombasa and this is a different study setting as the one intended in the study.

Al-Dalahmeh, Masa'deh, AbuKhalaf and Obeidat (2018) investigated how engagement of employees influenced the performance of the IT department in Jordanian banking sector. The authors used job satisfaction as the mediating role for the IT employees. Using quantitative research design, the study sampled 429 respondents from the IT department. The study analyzed data using regression measures. The authors found that employee engagement significantly influenced the organization in terms of dedication, absorption and vigor. It also obtained that employee engagement significantly affected job satisfaction which in turn positively affected organizational performance. Nevertheless, the study showed gaps in the methods used which is quantitative method and inclusion of job satisfaction as the

mediating variable. In terms of context, there is a research gap on how attitudes of employees affect the performance of the Kenyan public sector.

Kariithi (2018) investigated the strategic implementation of good employee practices on the performance of Nairobi County Huduma Centres. From a sample of 130 employees, the author administered questionnaires and analyzed data by way of descriptive and regression measures. The study established that there is a favorable significant association between staff training, leadership, communication, and Huduma Centre performance. The study finds that boosting performance would be difficult unless Huduma Centre's top management reviewed employee training programs and engaged executives with relevant knowledge. The study linked staff training, leadership, communication to Huduma Centre performance. The variables are aspects of employee attitudes but in a sense it left a gap which required the study of employee engagement and how it influence Huduma Centre performance. This objective was undertaken in this study and explained as to why it is necessary to investigate employee engagement as an element of employee attitude.

## **2.3 Theoretical Framework**

There are various theories that demonstrate the connection between job satisfaction, job commitment and employee engagement and how they influence organizational performance. They are enumerated below.

### **2.3.1 Expectancy Disconfirmation Paradigm**

The expectancy disconfirmation model was developed by Richard Oliver in 1977 to bring into perspective perception of performance and predetermined expectations. This theory has been used in the public-private sectors to study job satisfaction among

employees. It is expected of employees whom their performances are better than the predetermined expectations to have positive disconfirmation and vice versa. According to Hoffman and Bateson (2010), expectations based on perceived performance lead to post-service delivery contentment; expectations and perceived performance lead to post-service provision satisfaction in the public sector. Meanwhile, perceived performance refers to how customers feel after using services, and how they decide whether their experience was better or worse than previous services (Oliver, 2010). In this study, expectancy disconfirmation paradigm informed aspects of employee job satisfaction in which factors as employee relationship with supervisors, work-life, and financial rewards and workload meet or exceed employee expectations.

### **2.3.2 Herzberg's Two-Factor Approach**

Frederick Herzberg developed the two-factor theory in 1959 to opine that some job factors led to satisfaction while others prevented dissatisfaction. The Herzberg's two-factor approach proposed motivators and hygiene factors. According to Herzberg, motivational factors involve recognition, sense of achievement, opportunities for growth and development, promotions, and responsibility. On the other hand, hygiene factors constitute physical working conditions, pay, fringe benefits, status and interpersonal relations.

According to Isaac and Oklikah (2020), the existence of motivators at the workplace can contribute to higher levels of satisfaction, whereas the absence of hygienic aspects might lead to unhappiness. Satisfaction and unhappiness are not two opposite extremes of the same continuum (Samad, 2011). As a result, a rise in job satisfaction

does not always imply a decrease in job discontent, because the factors that influence satisfaction and dissatisfaction are distinct. When faced with high income and excellent working conditions, employees nonetheless lack motivation, according to Herzberg's theory. This theory was applicable in this study as it drew on job satisfiers and motivators which contribute immensely to employee job satisfaction.

### **2.3.3 Social Exchange Theory**

In different times 1961-1974, Homans, Blau and Emerson proposed the social exchange perspectives within sociology. George Homans originated this theory in 1957 by stating that social behavior of people is a result of an exchange process which seeks to minimize costs and maximize benefits. People weigh potential risks and benefits of social relationships (Kelly, 2015). A general argument of social exchange theory (SET) in employee commitment is that as individuals behave in a certain way toward an entity, the entity endears more to them. Therefore, when an employee gives more of their time and energy to the organization, the entity in exchange responds by rewarding them with good pay and comfortable work environment. Social behaviours influence how people feel about their jobs (Chang & Stansbie, 2018).

From its origins in psychology theory, Osborne and Hammoud (2017) opine that the concept of commitment has found its way into the realm of management. The effort justification paradigm of social exchange in employee commitment idealizes that if workers strive hard toward an organizational goal, they will eventually find it appealing (Crede, 2018). As a result, the previously indicated paradigm shift is extended to a variety of behaviours, including employee dedication to work and to the organization. This theory was relevant to this study in the sense that employees show

commitment to the organizations in exchange of employee turnover, absenteeism, lateness and general withdrawal behaviour. Besides, employees view of human resource practices can be strong enough to entice them to reciprocate with positive attitude and behaviour which in turn boosts organizational performance.

#### **2.3.4 Kahn's Engagement Theory**

William Kahn proposed Kahn's engagement theory in 1990 to identify the dimensions of employee engagement as emotional, cognitive and physical. According to Kahn, engaged individuals devote significant personal resources, especially time and effort, complete certain tasks successfully (Robertson-Smith & Markwick, 2009). The most engaged individuals are those who direct their personal energies into physical, cognitive, and emotional labour issues. Individuals who are fully engaged in their role express and fully involved do not have to sacrifice one for the other (Bakker, Tims & Derks, 2012). Engaged employees have a sense of belonging and attachment to the immediate organization they work for. Kahn's Engagement theory was applicable in this study in the way employees are investing in their roles not only through personal energies, but also in achieving the objectives and goals of the organization as a whole. This theory identified aspects of leadership, rewards and recognition and professional growth which were used in this study.

#### **2.4 Summary and Gaps filled by the Study**

The empirical studies conducted by previous scholars show a relationship between employee attitude and organizational performance. The theories related to employee attitudes are; the expectancy disconfirmation paradigm, Herzberg's two-factor

approach, social exchange theory, and the Kahn's engagement theory. Even so, there are gaps in literature which this study desired to fill.

**Table 2:1: Summary of Literature and Gaps**

<b>Author</b>	<b>Variables</b>	<b>Methods</b>	<b>Findings</b>	<b>Gaps</b>	<b>Focus</b>
Abdalla <i>et al.</i> (2015)	Waiting period Staffing Working hours	Sampled 30 respondents from Huduma Centre, Mombasa Used surveys and descriptive statistics (frequencies)	Huduma Centre's service delivery was largely regarded as reliable designed to satisfy citizens.	The study did not investigate on the staff attitudes as satisfaction, commitment and engagement which this study undertook.	This study filled the gap on staff attitudes as satisfaction, commitment and engagement which this study seeks to undertake considering Kabarnet as study setting.
Al-Dalahmeh, Masa'deh, AbuKhalaf and Obeidat (2018)	Job satisfaction (mediating variable) Employee engagement Organizational performance	Quantitative research design Sampled 429 respondents from the IT department. Used regression analysis to analyze the data.	Employee engagement significantly influenced the organization in terms of dedication, absorption and vigor.	Nevertheless, the study showed gaps in the methods used which is quantitative method and inclusion of job satisfaction as the mediating variable.	In terms of context, there is a research gap employee attitudes and performance in the Kenyan public sector and in the use of correlation to establish the strength and direction of the variables.
Almatrooshi <i>et</i>	Leadership competencies	Systematic review of 243 articles	Leadership competencies and	The authors leave a gap in identifying employee job	This study filled the gap by identifying job satisfaction,

<i>al.</i> (2016)	Employee performance Organizational performance	75 articles met inclusion criteria	employee performance positively contributed to organizational performance	satisfaction and engagement	commitment and engagement as variables of employee attitude
Bakotic (2016)	Job satisfaction Organizational performance	The study surveyed 5806 employees from 40 large- and medium-sized Croatian companies.	The results showed weak relationship when considered from the perspective of organizational performance and job satisfaction.	This study was conducted on publicly listed companies, and it left a gap on the influence of job satisfaction on public sector performance.	This left a gap on the study of job satisfaction on public sector performance and the Kenyan context which was filled by this study.
Blessing, Elenwo and Busola (2020)	Employee attitude Organizational performance	Sampled 200 residents and administered them with structured questionnaires. Data analyzed using descriptive statistics.	Finding from the analysis suggested employee's attitude positively affected organizational performances.	This study focused on outcomes as profitability, survival and growth. It left a gap on the organizational performance based on public sector outcomes as	This study focused on the Kenyan context and more so public sector performance. This study filled this context gap by investigating the link between employee attitude

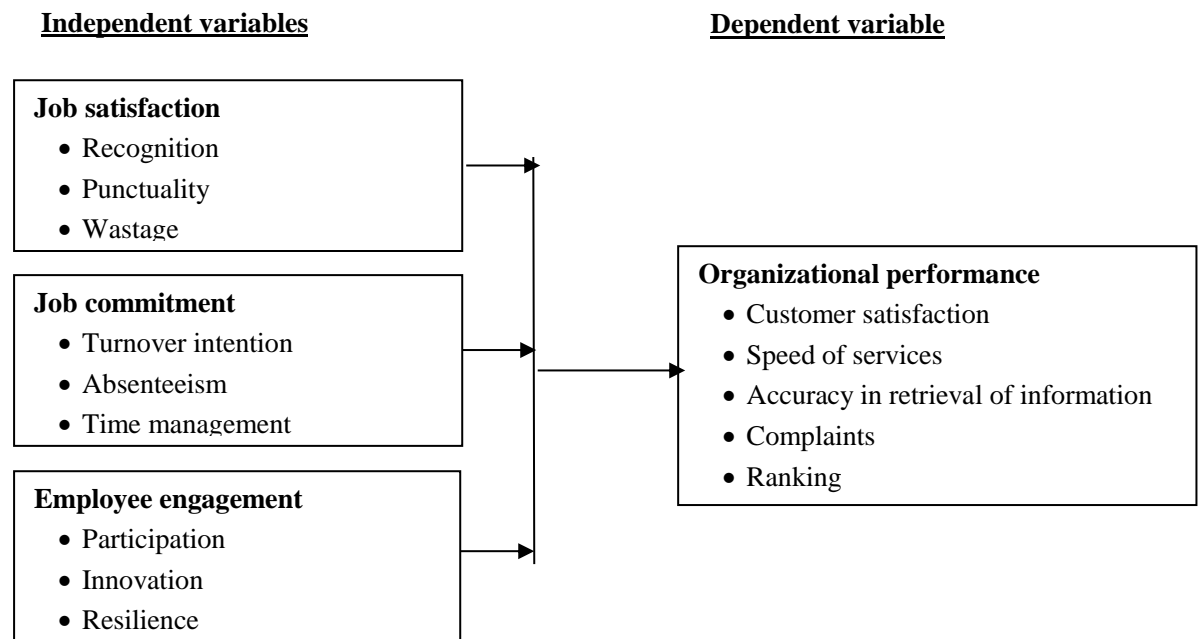
				customer satisfaction which this study unraveled.	and organizational performance of Huduma Centres in Kenya.
Bireswari (2013)	Employee attitude and behavior Organizational performance.	Used a judgmental sample of 310 Information Technology (IT) employees from India Analyzed data using inferential statistics.	The findings showed that employee attitudes and behavior had significant impact on organizational performance and outcomes.	The study left a gap on the effect of worker attitude on public sector service delivery outcomes.	This study sought to use the same variables as the author but linked them to public sector service outcomes.
Chepkorir (2015)	Service quality Friendliness of staff, Timely settlement of customers' difficulties	Using mixed methods for a sample of 50 respondents, the author analyzed the data using inferential and descriptive statistics.	The study findings show that service quality, friendliness of staff, and timely settlement of customers' difficulties were all elements that	The study used customer satisfaction as outcome variable. This left a gap as to how employee's attitude could influence performance of Huduma Centres.	This used predictors of employee attitude; satisfaction, engagement and commitment.

			contributed to consumer satisfaction at the centre.		
Kariithi (2018)	Staff training Leadership Communication	From a sample of 130 employees, the author administered questionnaires and analyzed data using descriptive and regression measures.	The study found that there is a favorable significant association between staff training, leadership, communication, and Huduma Centre performance.	This study used attitude predictors as communication, training, and leadership to establish Huduma Centre performance.	This study used other factors as job satisfaction, engagement and commitment to understand how it affects service delivery in Huduma Centres, which this study sought to fill.
Matui (2017)	Employee productivity Organizational performance	Sample of 61 respondents Descriptive and regression measures	Organizational climate affected perceptions, feelings and attitudes of employees	The author left a gap on employee engagement and commitment as aspects of attitude	This study filled the gap by studying employee satisfaction, commitment and engagement and how they affect Huduma service delivery

Mumbi & Makori (2015)	Employee motivation Organizational performance	Descriptive and exploratory research design Sample of 150 respondents	Training motivated employees to perform better in the organization	The authors identified employee motivation as an attitude and left out aspects of satisfaction, engagement and commitment	This study filled the gap by considering satisfaction, engagement and commitment as independent variables
Mwayo (2018)	Knowledge and task sharing, job security, communication and social support.	Descriptive research design for a population of 695 employees at Immigration Department Simple random sampling technique	Social interactions are positively associated with employee job satisfaction. The study also found mixed agreements on the relationship between job satisfaction and organizational perception.	The study used variables as social interactions and employee job satisfaction.	This study filled the gap on the study of the linkages between employee satisfaction in their work and organizational performance

Source: Researcher (2022)

## 2.5 Conceptual Framework



**Figure 1: Conceptual Framework**

**Source: Researcher (2022)**

This study utilized a conceptual framework as shown in the table above. As shown in figure 2.1 above, the aspect of employee attitudes is approached through job satisfaction, job commitment and employee engagement. These facets are believed to affect workplace productivity and performance, experience of employees and the performance of the organization. Employee attitude was the independent variable while organizational performance was the dependent variable.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter, focus was on research techniques and methods that the study and the specific aspect of methodology are research design, sampling methods, data collection, and data analysis. This chapter examined widely the research design and the population from which the sample is drawn.

#### **3.2 Research Design**

The essence of research design is to provide a roadmap or a way of collecting, analyzing and interpreting data (Saunders, Lewis & Thornhill, 2009). This study adopted the survey research design to demonstrate how employee attitudes affect performance of Huduma Centre, Baringo. The study gathered information using appropriate instruments specifically the questionnaires. A survey was relevant because it collected primary data which was vital in analyzing the relationships between variables.

#### **3.3 Target population**

The target population of the study was 60 employees based at Huduma Centre Kabarnet. The employees constituted the sampling frame available at the county commissioner's office. The employees work in the different areas of the centre such as police abstract issuance, Kenya Revenue Authority, Civil Registration among others. Given the target population was small, the study considered a census.

### **3.4 Data Collection**

#### **3.4.1 Data Sources**

This study obtained its data from primary sources which constituted of opinions, feelings and thoughts of respondents on the effects of employee attitudes on performance of the public sector organization. The source of the data was questionnaire responses from 60 non-supervisory and supervisory staff. The 60 employees worked in various departments such as national registration bureau, police clearance, Kenya revenue authority (KRA), pensions, consumer service among others.

#### **3.4.2 Data Collection Instruments**

This study collected primary data by administering questionnaires to respondents (See Appendix D). The questionnaires involved open and closed-ended questions. They were preferred because the instrument provided an opportunity for the respondent to give information in a structured manner. A questionnaire is preferred because it allows the study to collect the most complete and accurate data in a logical flow (Myers, 2013). Apart from being cost-effect, questionnaires collect a lot of information from many respondents over short time span. The questions captured statements on employee attitudes; job satisfaction, job commitment and employee engagements as variables of interest. There were questions on the dependent variable which essentially captured aspects of organizational performance of Huduma Centre, Baringo. The questions were structured to appear in Likert-scales.

#### **3.4.3 Data Collection Procedure**

In this study, data was collected from respondents who are employees of the Huduma Centre, Baringo. The centre located at Kabarnet town has a population of 60

employees and being small population, it would be ideal to conduct a census. In a census, the entire population is considered as a sample. Census is used when the sampling frame constitutes small populations (< 200). It is beneficial to apply census techniques because it lowers sampling errors and utilizes data for all the participants or subjects in the population. The entire population is sampled to achieve the desired level of precision.

The target respondents were administered with the data collection instruments after approval by the graduate school – Kenyatta University. The study sought the approval of NACOSTI before the data collection exercise is undertaken. The data collection instrument was administered to respondents working at Huduma Centre, Baringo based at Kabarnet town during the working hours. For this process to take place, the approval of the county commissioner was sought. It was necessary to request respondents for their willingness to fill the questionnaires and their availability of time. By aid of research assistants, this study dropped and picked the questionnaires after completion by the respondents. The data collection period lasted for one month.

### **3.5 Pilot testing**

Pilot testing was done on a limited scale so as to enable the research have a better idea of the expected results and how best to approach the study with minimal expense and effort. For this study to test validity, the researcher consulted with the university supervisors to obtain the relevant content for the study. To be consistent, the data collection instrument was amended, with the help of the supervisor and was usable when it captured the right themes and concepts.

Reliability of the questionnaires was enhanced through piloting of the instrument at Huduma Center, Eldoret. To test reliability, the researcher administered piloted questionnaires to six Huduma Center employees - Eldoret and the sample was 10 percent of the population of Baringo Huduma Centre employees. Internal consistency was measured using Cronbach's alpha. The value of Cronbach's alpha was expected to range 0.70 – 0.90 and was deemed satisfactory if falling within the range. On validity, content validity was measured by the degree to which the items in the instrument represented the universe or traits being measured. Faculty experts and supervisors guided the study into attaining and obtaining the content required.

### **3.6 Data Analysis and Presentation**

Data analytical procedures are statistical measures designed to categorize, order, manipulate and summarize data from the research questions (Illowsky & Dean, 2017). The study collected data using questionnaires which were then coded and entered into SPSS. The data was edited, coded and re-coded to ensure that the items of interest are captured. The data was then analyzed using descriptive specifically frequencies to describe the data. Meanwhile, Pearson correlation showed the strength and direction of variables and the relationships between job satisfaction, employee commitment, employee engagement and organizational performance. The correlation statistical measures was significant and acceptable if falling within  $\alpha = 0.05$  significance level. The data will be presented in tables, charts and graphs (Devlin, 2009).

This study analyzed three variables; job satisfaction, job commitment and employee engagement as independent variables. The three variables best captured the concept of employee attitudes. Furthermore, the study also had organizational performance as a dependent variable. The study captured demographic measures such as gender,

academic qualifications, and time in employment, marital status and age of respondents.

### **3.7 Ethical Considerations**

The lead researcher in this study was held anonymous given the existing work relationships with the target respondents. The study engaged research assistants to gather data from the respondents and who did not reveal the identity of the researcher. This study sought permission from Kenyatta University to conduct the study and collect data. The written permission was attached to the questionnaires as well as the approval for research from NACOSTI. The research assistant explained the study topic to the respondent and showed the forms permitting the study to be conducted at the Huduma Centre – Baringo.

Respondents to the questionnaires were approached with courtesy and their willingness to participate sought. They were informed about the use of data and that privacy and confidentiality of data was adhered to. The study ensured that respondents replied to the questions at their own will and schedule. Even so, the respondents were urged not to delay answering the questionnaires as it impacted negatively on the project timelines. The study acknowledged sources and authors by citing in-text and listing references at the end of the study.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

The study collected data from respondents working at Huduma Centre – Baringo through a census. The study population constituted of 60 employees based at the service centre. Approximately 56 questionnaires were returned indicating a return rate of 93% which was acceptable. Descriptive and correlation measures were used to analyse the data. Pilot tests on 6 questionnaires at Eldoret Huduma Centre was performed and found a Cronbach's alpha of 0.85 which was satisfactory. The results were presented in tables, charts and graphs as detailed below.

**Table 4:1: Reliability statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.852	0.856	45

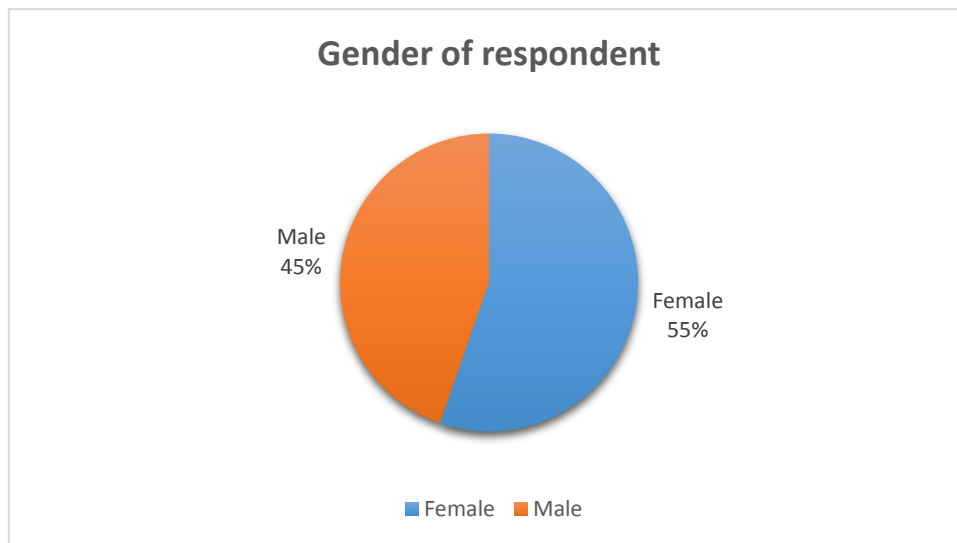
**Source: Researcher (2022)**

As indicated in the table 4.1 above, the Cronbach's alpha is 0.852, and shows a high level of internal consistency in the piloted sample. All the Cronbach's alpha if item was to be deleted were above 0.80 implying that all the 45 questions were internally consistent in the survey questionnaire.

#### 4.2 Results

##### 4.2.1 Gender of respondents

The study population comprised of more number of females than males as shown in the pie chart below.



**Figure 2: Sex of the respondents**

**Source: Researcher (2022)**

As shown in figure 2 above, there were more females 31 (55.4%) than males 25(44.6%) indicated by the blue portion of the chart. This points out that there were more female staff than the male staff in Baringo Huduma Centre.

#### **4.2.2 Duration of working at Huduma Centre – Baringo**

The duration of working at Huduma Centre was captured using descriptive statistics as shown below.

**Table 4:2: Duration working at Huduma Centre – Baringo**

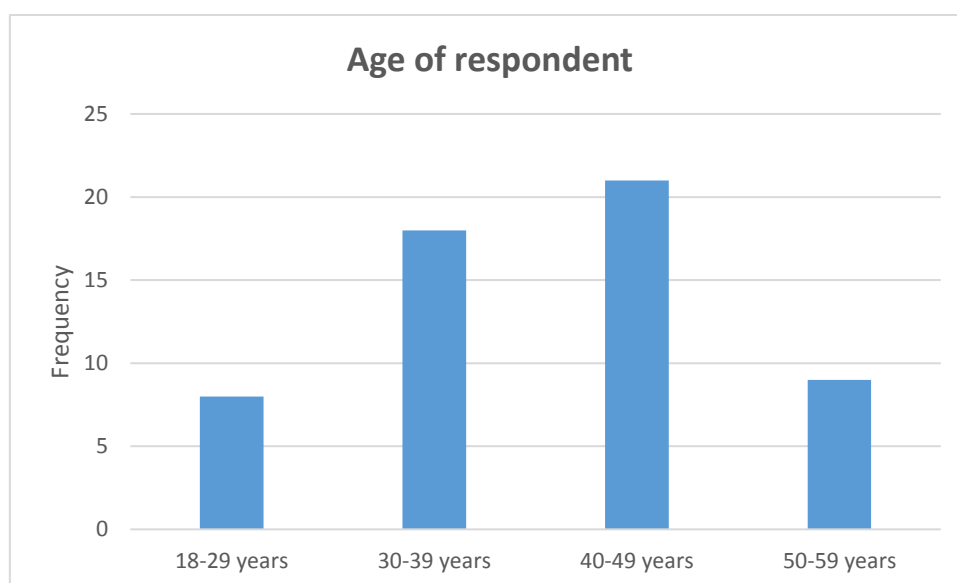
	Range	Min	Max	Mean	Std. Deviation
Time working at Huduma Centre	6.60	.40	7.00	3.6268	1.72832
Valid N (56)					

**Source: Researcher (2022)**

As shown in the table 4.2 above, the mean duration of employment at Huduma Centre – Baringo was 3.63 (SD = 1.73) years. The maximum duration is 7 years while the minimum duration is 3 months. This indicated a range of 6 years and 9 months between the longest serving and the recently deployed employee. Since the inception of e-government services, Huduma Centre has been steadfast in providing these services. An average of 4-year experience working at Huduma centre shows that employees have good mastery of work tasks, citizen satisfaction, as well as organizational ethics and goals.

### 4.2.3 Age of Respondents

The ages of respondents spread between 18 years and 60 years. The distribution of age ranges is shown in the figure below.



**Figure 3: Age of Respondents**

**Source: Researcher (2022)**

From the bar chart above, majority of the respondents 21(37.5%) were aged 40-49 years. It was closely followed 18(32.1%) by those aged 30-39 years. A few of the

respondents 8 (14.3%) and 9(16.1%) were aged 18-29 years and 50-59 years respectively. With majority of the respondents being aged 40-49 years, it indicated that the employees were in mid-life with greater aspirations for work-life balance, career progression and personal development. It is expected of older workers to be more satisfied in their roles compared to younger employees. They offer useful experience and apprenticeship to those 30-39 years and 18-29 years. These age brackets constitute employees who feel satisfied when they receive benefits that help them navigate the challenges of family life including, role change and personal satisfaction.

#### **4.2.4 Academic Qualifications of Respondents**

The table below displays the highest academic qualification of the respondents in the study.

**Table 4:3 Academic qualification of respondents**

	Frequency	Percent
Form Four	3	5.4
Certificate	15	26.8
Diploma	21	37.5
Bachelors	14	25.0
Masters	3	5.4
Total	56	100.0

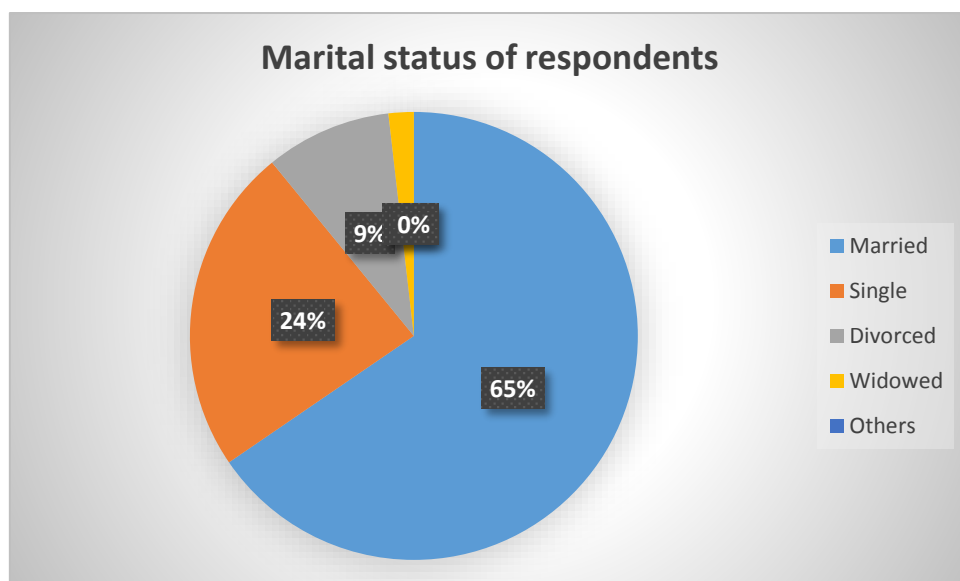
**Source: Researcher (2022)**

As indicated in table 4.3 above, majority of the respondents possessed a Diploma 21 (37.5%) and was closely followed by those with a certificate 15(26.8%) and

Bachelors 14(25%). A few of the respondents had Form Four qualifications 3(5.4%) and Masters' degree 3(5.4%). Academic qualification and work experience determine employee satisfaction. Individuals with higher academic qualification may aspire for roles and job descriptions that best fit their highest qualification. Academic qualification has great effect on productivity because people with relevant training on the subject area are empowered and capable of handling tasks. The feeling of empowerment is necessary for the organization's overall productivity and performance.

#### 4.2.5 Marital status of respondents

The marital status of respondents ranged from married to divorce as shown in the chart below.



**Figure 4: Marital status**

**Source: Researcher (2022)**

As shown in figure 4 above, majority of the respondents were married 36(64.3%) followed at a distance by those who are single 13(23.2%). Only a few of them were

divorced 5(8.9%) and widowed 1(1.8%). Majority of the respondents were married implying that they primarily intended to provide for the needs of their immediate family members and children.

From the demographic statistics above, majority of the respondents were female, married, had a diploma and had served an average of three and half years at the Huduma Centre.

### 4.3 Descriptive Statistics

#### 4.3.1 Employee Job Satisfaction and Organizational Performance

The study sought to establish the relationship between employee job satisfaction and organizational performance. Pearson correlation statistics was used to establish the relationship between the two variables.

**Table 4:4 – Job satisfaction and organizational performance**

		Organizational Performance
Job satisfaction	Pearson	0.512**
	Correlation	
	Sig. (2-tailed)	0.000
	N (56)	

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

**Source: Researcher (2022)**

As indicated in table 4.4 above, there is a strong positive relationship between job satisfaction ( $r = 0.512^{**}$ ,  $p < 0.05$ ) and organizational performance. This shows that as employees increase their satisfaction towards work, the organizational outputs

increases. The study confirms that organizations that seek to improve their performance purpose to satisfy their employees.

The results of the study showed a strong positive relationship between employee job satisfaction and organizational performance. It indicated that as employees increase their satisfaction towards work, the organizational outputs increases. The study results were consistent with the findings of Bakotic (2016) which found that there was a link between organizational performance and satisfaction of employees. The findings also agreed with those of Mwayo (2018) who obtained that job satisfaction positively influenced the performance of Kenyan public sector departments. It confirms that job satisfaction is an attitudinal factor that influence speed of service delivery, client satisfaction, management of complaints and precision of services. Satisfied employees are punctual, avoids wastage and recognize that their efforts are needed if the organization is to achieve its goals and objectives.

The results indicated that job satisfaction is a good investment for effective government service delivery. The reason is that for a well performing Huduma Centre, the employees must be happy to guarantee a long-term positive organizational performance. These findings are consistent with the results obtained by Otera (2018) who found a strong relationship between job satisfaction, employee performance and organizational excellence. Job satisfaction is linked to performance to the extent that higher satisfaction leads to greater organizational outputs. Happy employees are able to meet their targets and goals if they have innate enthusiasm and dedication. This aspect is also linked to loyalty in which happy employees are more likely to stay longer in the organization and contribute more to its outputs.

Satisfaction varies by individuals with variation more likely to be based on age. The results of the study showed that employees were aged 40-49 years with most of them stating that they were satisfied with their work. The results agree with those of Tripathy and Sahoo (2018) who showed that happiness and job satisfaction is linked to organizational performance. Older employees spend considerable amount of time within the organization and their careers. They feel satisfied doing challenging day-to-day work because they espouse greater experience and apprenticeship. Meanwhile, the satisfaction is linked to job security, career path and a healthy working environment. For greater organizational outputs, security of employment is essential.

On employee satisfaction, high satisfaction levels are consistent with high levels of job performance at Huduma Centre. It is expected of employees to be satisfied or even extremely satisfied when their work environment and the management of Huduma Centre takes care of their needs. In such scenarios, only a few of the employees will be dissatisfied given that satisfiers as proposed in Herzberg theory holds. This indicates that the employees were satisfied with their work performance at the service centre. Employees who are satisfied are very productive and perform their roles to the highest standards possible. By indicating that they are were satisfied with work, it implied that Huduma Centre employees were working in a dynamic and productive work environment. They are more likely to feel happy and carry out their tasks with greater dedication and enthusiasm.

The excellence of the Huduma centre is founded on human capital which requires constant motivation and regular evaluation of satisfaction levels. With higher levels of satisfaction mentioned earlier, it indicates that Huduma Centre has higher chance of

improving efficiency in generation of services. This means that proper utilization of resources will be achieved if the employees are happy to offer their skills and time.

#### 4.3.2 Employee Job Commitment and Organizational Performance

The study established the relationship between employee job commitment and organizational performance by performing Pearson correlation statistics. The statistic provided a measure of both the strength and direction of the relationship between the two variables. The results are shown in the table below.

**Table 4:5: Correlation – Job commitment and organizational performance**

		Organizational Performance
Job commitment	Pearson	0.556**
	Correlation	
	Sig. (2-tailed)	0.000
	N (56)	

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

**Source: Researcher (2022)**

As shown in table 4.5 above, there is a strong positive relationship between job commitment and organizational performance ( $r = 0.556^{**}$ ,  $p < 0.05$ ). This indicates that as employees increase their commitment towards work, the organizational outputs increases. The study confirms that organizations that seek to improve their performance purpose to increase the level of commitment of their employees towards work.

The study findings indicated that there is a strong positive relationship between job commitment and organizational performance. The results were consistent with those of Bireswari (2013) and Ndai and Makhamara (2021) who found that employee commitment influenced firm performance. These authors had shown that employee training, employee compensation, working conditions and employee continuance involvement were critical in enhancing their commitment towards work. The findings indicated that employees with higher level of commitment had low absenteeism and turnover intentions and had good time management abilities. Given higher levels of commitment, it was obtained that employees easily satisfied their clients, higher speed of services, and lower frequency of complaints.

The study shows that employees who are committed to the organization have full trust in mission, vision and shared goals. They are ambitious and gets work done quickly and efficiently. The findings are consistent with those of Princy and Rebeka (2018) who showed that employee commitment had significant influence on organizational performance. They observe that employees who are committed are motivated to perform and have energy and time to achieve goals and objectives of the organization. This also implies that organizations that have strong loyalty and retention strategies build foundations on employee job involvement and satisfaction. Successful and top performing organizations have learned ways to motivate employees through salaries and incentives as well as promotional opportunities. Doing so will reduce turnover rates and will motivate employee to increase their productivity.

### 4.3.3 Work Engagement and Organizational Performance

The study also performed Pearson correlation statistics to establish the correlation between employee work engagement and organizational performance. As earlier indicated, the statistic provided a measure of both the strength and direction of the relationship between the two variables. The results are shown in the table below.

**Table 4:2: Correlation – Work engagement and organizational performance**

		Organizational Performance
Employee work engagement	Pearson	0.754**
	Correlation	
	Sig. (2-tailed)	0.000
	N (56)	

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

**Source: Researcher (2022)**

As shown in table 4.6 above, there is a strong positive relationship between employee work engagement and organizational performance ( $r = 0.754^{**}$ ,  $p < 0.05$ ). This stipulates that as employees increase their engagement towards work, the organizational outputs increases. The study shows that organizations intending to improve their performance seek to increase the level of engagement of their employees towards work.

Employees feel attached to the organization they feel satisfies and engages them. This makes commitment a key element in organizational success because outputs are directly attributed to individual strengths. The bond or attachment to the organization is founded on psychological conditions of commitment and the perception that there is

fairness in the treatment of individual employees. Such employees will go an extra mile to be creative and innovative, hence driving the organizational targets and goals even higher. The transformation of the organizational basic inputs to outputs to refined outcomes are necessary for survival and long-term profitability. In the case of Huduma Centre, commitment of employees is necessary in reducing cost and maximizing outcomes measured through citizen satisfaction.

The study also found that there was a strong positive relationship between employee work engagement and organizational performance. The results showed that as employees get more engagement at work, the organization had higher likelihood of achieving even greater outputs. The findings of the study were consistent with the findings of Abdalla *et al.* (2015) and Al-Dalahmeh *et al.* (2018) who showed that employee engagement significantly influenced the organization in terms of dedication, absorption and vigor. The results show that well engaged employees had higher participation levels in organizational tasks and activities and higher likelihood to be innovative. They were also resilient and patient to ensure the organization satisfies its clients, reduces frequency of complaints and undertakes service delivery with desirable speed.

The results of the study show that as employees get more engaged in the workplace, the organization reduces instance of complaints, speeds up service delivery and engenders more satisfied clients. Organizations with healthier and safer employees have strong employee engagement (Al-Dalahmeh *et al.* (2018). In turn, the employees tend to feel satisfied and in return showcase higher operational efficiency and productivity. The results indicate that Huduma Centre has higher employee

engagement which explains why they generate higher efficiency and favorable organizational outcomes. It means that their perception and beliefs towards the organization is positive and thus willing to apply their effort to create value-addition to the organization. This implies that Huduma Centre systems maximize worker engagement and effectively empowers them to participate in activities and decision making.

The study shows that employees are encouraged to voice their opinion and concerns on how best the organization could achieve its goals. With greater input and control, there is greater involvement among employees in decision-making. At Huduma Centre, workers become effective if they have the right information to properly execute roles and solve work-place related problems. The employees get to see the link between daily activities and the overall organizational goals by being highly effective and well engaged. Most of the time, the organization engages in employee promotion and robust hiring based on skill and capability. Those with the right education, and provided with the right information and resources, tend to make the right decisions. This is because employees who are engaged and knowledgeable on relevant areas are effective and efficient.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This section of the report provides the summary of the findings obtained in the research study based on descriptive and correlation measures. The section also makes conclusions and recommendations as well as further areas of research in line with the objectives of the study.

#### **5.2 Summary of the Findings**

The study administered 60 questionnaires to employees of Huduma Centre-Baringo as it tried to analyze the effect of employee attitudes on organizational performance. Descriptive statistics indicated that majority of the respondents were female, married, had a diploma and had served an average of three and half years at the Huduma Centre. The respondents were satisfied working at the service centre, and as such, rated the centre as efficient in service delivery to citizens.

##### **5.2.1 Job satisfaction and organizational performance**

The study obtained that satisfaction varies by individuals with differences more likely to be based on age. In the study, employees aged 40-49 years showed greater satisfaction towards work. In the organization, happiness and job satisfaction is linked to organizational performance. It is anticipated that older employees spend considerable amount of time within the organization and their careers and are more satisfied doing challenging day-to-day work. They exude greater experience and apprenticeship which has guided them towards appreciating job security, career path and a healthy working environment. For greater organizational outputs, security of

employment is essential and if employees get satisfied with the workplace, they work even more to increase organizational outputs. The results of the study showed a strong positive relationship between job satisfaction and organizational performance ( $r = 0.512^{**}$ ,  $p < 0.05$ ). This showed that as employees increase their satisfaction towards work, the organizational outputs increases. The study confirmed that organizations that will always seek to improve their performance and service delivery, will always intend to satisfy their employees as a starting point.

### **5.2.2 Job commitment and organizational performance**

The study had sought to find a relationship between job commitment and organizational performance. The results indicated that there is a strong positive relationship between job commitment and organizational performance ( $r = 0.556^{**}$ ,  $p < 0.05$ ). Committed employees are more likely to have benefited from regular employee training, better employee compensation, improved working conditions and employee continuance involvement. These aspects were critical in enhancing their commitment towards work. In the study, employees with higher level of commitment had low absenteeism and turnover intentions and had good time management abilities. It is desirable for the senior management in the organization to maintain high levels of commitment among employees. By doing so, employees get to satisfy their clients, generate higher speed of services, and lower frequency of complaints. This study showed there is a strong positive relationship between job commitment and organizational performance. As employees increase their commitment towards work, the organizational outputs increases. It is confirmed in the study that Huduma Centre as an organization seek to improve their performance purpose to increase the level of commitment of their employees towards work.

### **5.2.3 Employee Work Engagement and Organizational Performance**

Employee work engagement was found to have some relationship with organizational performance. In the study, it was established that there was a strong positive relationship between employee work engagement and organizational performance ( $r = 0.754^{**}$ ,  $p < 0.05$ ). As employees get more engaged at work, the organization had increased likelihood of achieving even greater outputs. Moreover, employee engagement significantly influenced the organization in terms of dedication, absorption and vigor. Well engaged employees had higher participation levels in organizational tasks and activities and higher likelihood to be innovative. Engaged workers were also resilient and patient to ensure the organization satisfies its clients. This phenomenon reduces frequency of complaints and undertakes service delivery with desirable speed within Huduma Centres.

Organizations with healthier and safer employees have strong employee engagement with greater satisfaction to create higher operational efficiency and productivity. The results indicate that Huduma Centre has higher employee engagement which explains why they generate higher efficiency and favorable organizational outcomes. The centre also has systems maximize worker engagement and effectively empowers them to participate in activities and decision making. The study found that there is a strong positive relationship between employee work engagement and organizational performance. It implied that as employees increase their engagement towards work, the organizational outputs increases. The study implied that organizations intending to improve their performance seek to increase the level of engagement of their employees towards work.

### **5.3 Conclusion**

The study tried to establish the influence of employee attitudes on performance of Huduma Centre, Baringo. The demographic data showed that majority of the respondents were female, married, had a diploma and had served an average of three and half years at the Huduma Centre. The results also obtained that the employees were satisfied with their work and considered the delivery of services at Huduma Centre as efficient.

#### **5.3.1 Employee Satisfaction and Organizational Performance**

The results of the study indicated a strong positive relationship between employee job satisfaction and organizational performance. Employees who are satisfied are very productive and perform their roles to the highest standards possible. By indicating that they are were satisfied with work, it implied that Huduma Centre employees were working in a dynamic and productive work environment. They are more likely to feel happy and carry out their tasks with greater dedication and enthusiasm. On employee satisfaction, high satisfaction levels are consistent with high levels of job performance at Huduma Centre. It is expected of employees to satisfied or even extremely satisfied when their work environment and the management of Huduma Centre takes care of their needs. In such scenarios, only a few of the employees will dissatisfied given that satisfiers as proposed in Herzberg theory holds. This indicates that the employees were satisfied with their work performance at the service centre.

#### **5.3.2 Job Commitment and Organizational Performance**

The study findings indicated that there is a strong positive relationship between job commitment and organizational performance. It showed that employee commitment had significant influence on organizational performance. Successful and top

performing organizations have learned ways to motivate employees through salaries and incentives as well as promotional opportunities. Doing so will reduce turnover rates and will motivate employee to increase their productivity. They get ambitious and do their work quickly and efficiently. They observe that employees who are committed are motivated to perform and have energy and time to attain the goals and objectives of the organization. The study shows that employees who are committed to the organization have full trust in mission, vision and shared goals. This also implies that organizations that have strong loyalty and retention strategies build foundations on employee job involvement and satisfaction. The bond or attachment to the organization is founded on psychological conditions of commitment and the perception that there is fairness in the treatment of individual employees. Such employees will go an extra mile to be creative and innovative, hence driving the organizational targets and goals even higher.

The transformation of the organizational basic inputs to outputs to refined outcomes are necessary for survival and long-term profitability. In the case of Huduma Centre, commitment of employees is necessary in reducing cost and maximizing outcomes measured through citizen satisfaction. Employees feel attached to the organization they feel satisfies and engages them. This makes commitment a key element in organizational success because outputs are directly attributed to individual strengths.

### **5.3.3 Employee Work Engagement and Organizational Performance**

The study had tried to find out the relationship between employee work engagement and organizational performance. It found that there was a strong positive relationship between employee work engagement and organizational performance. The results show that well engaged employees had higher participation levels in organizational

tasks and activities and higher likelihood to be innovative. Moreover, it showed that as employees get more engagement at work, the organization had higher likelihood of achieving even greater outputs. It indicated that employee engagement significantly influenced the organization in terms of dedication, absorption and vigor. They were also resilient and patient to ensure the organization satisfies its clients, reduces frequency of complaints and undertakes service delivery with desirable speed.

Organizations with healthier and safer employees have strong employee engagement. In turn, the employees tend to feel satisfied and in return showcase higher operational efficiency and productivity. The results of the study show that as employees get more engaged in the workplace, the organization reduces instance of complaints, speeds up service delivery and engenders more satisfied clients. It means that their perception and beliefs towards the organization is positive and thus willing to apply their effort to create value-addition to the organization. The results indicate that Huduma Centre has higher employee engagement which explains why they generate higher efficiency and favorable organizational outcomes. This implies that Huduma Centre systems maximize worker engagement and effectively empowers them to participate in activities and decision making.

#### **5.4 Recommendations**

The study makes the following recommendations with regard to the findings of the study. The recommendations reflect the findings from the objectives as job satisfaction, job commitment and work engagement.

Employees at Huduma Centre should be incentivized and promoted based on their experience and qualifications to increase their job commitment. This aspect is

desirable because incentives in form of revised salaries and bonuses will motivate Huduma Centre to work more and generate greater organizational outputs.

There is need for recognition of employees for their innovative solutions and contribution to client satisfaction and complaints resolution within the centre. Employees feel more satisfied if their efforts are recognized and will strive more to achieve personal and organizational goals.

Employees at Huduma centre should be encouraged to minimize wastage and instead focus on sustainable use of resources and time. Committed employees have more attachment to the organizations, colleagues and work roles. They look forward to working in the organization and feel part of the results that the entity celebrates each time.

Huduma centres should locate suggestion boxes and conduct regular surveys to determine the level of satisfaction of employees. It should be able to promote a culture of transparency and encourage innovations among employees.

Huduma Centre management should always celebrate success among employees and acknowledge exceptional performance. This helps to instill strong work ethics and culture of reliability, commitment and trust.

Employee thoughts and opinions gathered should be acted upon and feedback provided to improve their engagement towards work and the organization. The organization should listen to the employees and recognize them proudly and loudly.

Huduma Centre should give individual attention and supply the right tools to all employees. It should also promote socialization with the work environment where

there is service to others. It is also important that the management provides training and coaching on regular basis to instill a culture of performance.

### **5.5 Suggestions for Further Research**

This study suggests areas of further research and evidence regarding the effect of employee attitudes on organizational performance. This involved analyzing employee job satisfaction, commitment and work engagement. These areas were studied because they affected key organizational outputs, targets, and goals.

Further research should be done as a comparative study on two or three Huduma Centres to obtain any differences in the effectiveness of services. Doing so will help in generalization of the study or individual assessment of Huduma Centres by the relevant government department.

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## APPENDICES

### Appendix I: Research Questionnaire

#### Introduction

This questionnaire seeks information on the effects of employee attitudes on organizational performance, a case of Huduma Centre, Baringo. All the information that you give will be held confidential, anonymous and to serve academic uses only. Kindly complete each section of the questionnaire as instructed. As the information is confidential, please do not indicate your name.

#### Part A: Participant details

- a) What is your sex?      Male            Female
- b) How long have you been working at Huduma Centre, Baringo \_\_\_\_\_ (yrs)
- c) What is your age bracket (yrs)?

Age (years)	18 – 29	30 – 39	40 – 49	50 – 59	60 and above
Response					

- d) State your highest academic qualification?

Level	Form Four	Certificate	Diploma	Bachelors	Master	PhD
Response						

- e) Kindly tick on what is appropriate regarding your marital status

Marital Status	Married	Single	Widowed	Divorced	Others
Response					

**Part B: Questions of organizational satisfaction and efficiency**

a) Overall, how satisfied are you working for Huduma Centre, Baringo

Extremely Dissatisfied  Dissatisfied  Neutral  Satisfied  Extremely   
Satisfied

b) What is your rating of the efficiency of the service delivery process at the centre?

Very inefficient  Somewhat Inefficient  Neutral  Somewhat Efficient   
Very Efficient

**Part C: Questions on job satisfaction**

**Please indicate the score (1-5) if you are in agreement with the statements below:**

Where: Strongly Agree - 5, Agree - 4, Don't Know - 3, Disagree - 2 and Strongly Disagree - 1

	<b>Statement</b>	5	4	3	2	1
a	The organization recognizes my efforts and abilities to maximize performance of Huduma Centre.					
b	There is good communication from managers to employees for better performance of the organization.					
c	I am happy there are less or no reported workplace accidents to work well and enhance organizational performance					
d	I have proper training I need to do my job and enhance organizational performance					
e	I feel well utilized in my job to improve performance of					

	the organization					
f	The amount of work expected of me is reasonable for greater organizational performance					
g	I am punctual and easy to get along with my colleagues for improved organizational performance					
h	My department's morale is high for greater organizational performance					
i	My supervisor promotes teamwork and encourages actionable suggestions to raise organizational performance					
j	I feel there is no wastage of resources and time hence there is high organizational performance					

**Part D: Questions on job commitment**

**Please indicate the score (1-5) if you are in agreement with the statements below:**

Where: Strongly Agree - 5, Agree - 4, Don't Know - 3, Disagree - 2 and Strongly Disagree - 1

	Statement	5	4	3	2	1
a	I have no intention of leaving Huduma Centre for another organization since I feel the need to improve organizational performance					
b	My loyalty towards Huduma Centre is attributed to its high performance environment					
c	I am punctual and very determined to do my job at					

	Huduma Centre					
d	I manage my time well when working at Huduma Centre					
e	We work as a team at Huduma Centre and are committed to enhance its performance					
f	We have low or no cases of unexpected sickness as employees at Huduma Centre, Baringo					
g	Our centre reports low cases of employee absenteeism hence it reports higher performance					

**Part E: Questions on employee work engagement**

**Please indicate the score (1-5) if you are in agreement with the statements below:**

Where: Strongly Agree - 5, Agree - 4, Don't Know - 3, Disagree - 2 and Strongly Disagree - 1

	<b>Statement</b>	5	4	3	2	1
a	I am proud and resilient to work for Huduma Centre – Baringo and improve its performance					
b	I take initiative and courage to create a highly performing work environment					
c	There is high participation of employees in organizational activities					
d	Huduma Centre – Baringo motivates me to be creative and innovative so as to enhance its performance					

e	Our manager is a good role model for us to ensure higher organizational performance					
f	I access to things I need undertake my job roles well and to improve performance of the organization					
g	I access learning and development tools needed to do my job well and improve organizational performance					

**Part F: Questions on organizational performance**

**Please indicate the score (1-5) if you are in agreement with the statements below:**

Where: Strongly Agree - 5, Agree - 4, Don't Know - 3, Disagree - 2 and Strongly Disagree - 1

	<b>Statement</b>	5	4	3	2	1
a	Customers are happy and satisfied with the level and quality of services offered at Huduma Centre.					
b	There is guaranteed higher speed of services delivery at Huduma Centre and deem staff as highly performing					
c	There are less complaints reported regarding service offerings					
d	There is great work atmosphere and high rankings compared to other similar centres					
e	There is guaranteed higher levels of precision and accuracy during retrieval of customer information					

f	Employees at this centre serves higher number of clients on daily basis with no backlog and rework					
g	The organization closely adheres to the service charter and ensures greater client satisfaction					
h	The Huduma Centre has minimal wastage of resources and abilities and thus higher organizational performance					
i	There is high customer retention rate as clients keep coming back to the service center to obtain government services					
j	The center is efficient and effective in collecting revenues and fees for the government					

## Appendix II: Project Timelines

Milestone	Timeline
Formulating topic and research questions	November 2021
Developing the research proposal	December 2021
Revising and reviewing the of Thesis Proposal with supervisor	January 2022
Defense of the research proposal	February 2022
Seeking of research permit and collecting data	March 2022
Data analysis and writing discussion section	April 2022
Compilation and submission of final Thesis report	May 2022
Defense and presentation of study findings	May 2022
Amendments and documentation	June 2022

### Appendix III: Budget

Items	Cost (Kshs)
Traveling	5000
Accommodation	5000
Calls	8,300
Printing and Binding	13,000
Miscellaneous	6,000
<b>Total</b>	<b>37,300</b>

## Appendix IV: NACOSTI Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 261350	Date of Issue: 22/April/2022
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Ms. Lydia Jamesunde of Kenyatta University, has been licensed to conduct research in Baringo on the topic: EFFECTS OF EMPLOYEE ATTITUDES ON ORGANIZATIONAL PERFORMANCE IN KENYA: A CASE OF BARINGO HUDUMA CENTRE for the period ending : 22/April/2023.</b>	
License No: NACOSTI/P/22/16982	
261350 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<b>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</b>	

## Appendix V: Authorization Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

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P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

Our Ref: C153/OL/NKU/28488/2019

DATE: 12<sup>th</sup> April, 2022

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR LYDIA JEMESUNDE - REG. NO. C153/OL/NKU/28488/2019

I write to introduce Lydia Jemesunde who is a Postgraduate Student of this University. The student is registered for MPPA degree programme in the Department of Public Policy and Public Administration.

Jemesunde intends to conduct research for a MPPA Project Proposal entitled, "Effects of employee Attitudes on Organizational Performance in Kenya: A Case of Baringo Huduma Centre."

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to be 'Elshiba Kimani', written over a horizontal line.

PROF. ELSHIBA KIMANI  
DEAN, GRADUATE SCHOOL

EM/mo