

**PREDICTORS OF EMPLOYEE PERFORMANCE AT
THE MINISTRY OF EDUCATION IN KENYA**

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Kenya**

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DECLARATION

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

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DEDICATION

This work is dedicated to my loving and supportive family. They have shown their sincere and relentless contributions towards creating an ideal environment to enable me further my studies. I would also give thanks to Almighty God for having brought me this far.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CBK	Central Bank of Kenya
COVID 19	Coronavirus Disease
Df	Degrees of Freedom
DNA	Deoxyribonucleic Acid
EFA	Exploratory Factor Analysis
<i>Et al</i>	And others
ERG	Existence Relationship and Growth
F- Test	Fisher-named in honor of Sir Ronald Fisher.
GNPC	Ghana National Petroleum Corporation
GOK	Government of Kenya
HR	Human Resource
HRD	Human Resource Development
ICT	Information and Communication Technology
JKUAT	Jomo Kenyatta University of Agriculture & Technology
KCB	Kenya Commercial Bank
KeNHA	Kenya National Highways Authority
KPA	Kenya Port Authority

KPLC	Kenya Power & Lighting Company Limited
K-R	Kunder- Richardson
KWS	Kenya Wildlife Services
LMX	Leader Member Exchange
M	Mean
MOE	Ministry of Education
NACOSTI	National Commission for Science, Technology, and Innovation
NCPB	National Cereals and Produce Board
NHIF	National Hospital Insurance Fund
NIC	National Industrial Credit
NGOs	Non- Governmental Organizations
OLS	Ordinary Least Square
PhD	Doctor of Philosophy
PT	Pos Indonesia Tracking
PTCL	Pakistan Telecommunication Company Limited
PVE	Petro Vietnam Engineering Company
R	Pearson Moment Correlation Coefficient
R²	Regression Coefficient
RoK	Republic of Kenya

SD	Standard Deviation
SEM-PLS	Structural Equation Modelling – Partial Least Square
Sig	Level of Significance
SME	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
T Test	Statistical Test (Student T – distribution)
VARP	Variance of an Entire Population of data
VIF	Variance Inflation Factor
WB	World Bank
WCI	Workers’ Competence Index
WPI	Workers’ Performance Index

OPERATIONAL DEFINITION OF TERMS

- Career Progression** It is a lifetime process of career guidance, training, and career mentoring for the purpose of growing towards future established goals (Katharina & Dewi, 2020)
- Competence Level** Refers to development of the behavior of individual staff members, in terms of knowledge, technical skills, and soft skills (Robertson & Patrick, 2015).
- Employee Performance** This refers to a situation where staff members do their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis to define certain areas that need improvement. Performance is a critical factor in organizational success. It measured in terms of efficiency, timely delivery, and task achievement (Atrasi, 2018).
- Transformational Leadership** Transformational leadership is a type of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. This study focused on individualized consideration, inspirational motivation, and idealized influence (Dubrin, 2014).
- Organization Culture** This is a system of beliefs that is applied in governing people in a company. The values have a great effect on individuals in the company and it clearly states how they should dress, behave, and perform their duties (Schein, 2016).
- Work Environment** Surrounding conditions where staff members operate, and they include physical aspects such as equipment like

computers. It is also defined as factors relating to work processes (Ahmad, 2017).

Workplace Dynamics This refers to the way people interact when they work together. This is a complex mix that includes the actions of individuals, but also the relationships between them, as well as a group's pattern of behavior (Kai- Andreas, 2016).

ABSTRACT

This study sought to establish the predictors of employee performance at the Ministry of Education in Kenya. The specific objectives were; to establish the effect of work environment on employee performance at the Ministry of Education in Kenya, to assess the effect of career progression on employee performance at the Ministry of Education in Kenya, to determine the effect of competence level on employee performance at the Ministry of Education in Kenya and to establish the effect of organization culture on employee performance at the Ministry of Education in Kenya. The transformational leadership style was the moderating variable. The study was grounded on the theories; Attribution Theory, Expectancy Theory, Abraham Hierarchy of Needs Theory, Durkheim's theory of Culture and Situational & Contingency Theory. The study adopted descriptive cross-sectional survey. The study population was made up of 623 employees at the management levels who were working at the ministry of education in Kenya then. Krejcie and Morgan formula was used to establish the sample size of the study. A pilot study was done. Data was gathered using questionnaires. Data was analysed using SPSS version 23. Pearson Moment Correlation Coefficient was used to measure degree and direction of the linear association between the variables. Multiple regression models were fitted to check on the goodness of fit between the independent and dependent variables. The information was displayed by use of tables, figures and charts. The study found that work environment has a strong significant relationship with employee performance ($r=0.848$, $p=0.000$). Career progression also had a positive significant relationship with employee performance ($r=0.755$, $p=0.000$). Competence level and employee performance had strong positive and significant relationship ($r=0.843$, $p=0.000$). And organization culture had a strong positive and significant relationship with employee performance ($r=0.868$, $p=0.000$). Transformational leadership had positive significant effect on the relationship between predictors (work environment, career progression, competence level, and organization culture) and employee performance at the ministry of education in Kenya. The study concluded that work environment, career progression, competence level, and organization culture are significant in determining employee performance. The study thus recommends the ministry of education to improve its working environment by ensuring that it is modernized, comfortable for its employees and is secure. There is need for more attention to be focused on the education level, which will lead to the production of employees that are competent. There is need to adopt a culture that allows employees views, opinions, and suggestions to be taken into consideration when making decisions. Also, the ministry of education should adopt the transformational style with leadership qualities such as role modelling, perseverance, empathy, pragmatism, visionary, innovativeness, coaching, stimulating, and employee value proposition to enhance staff performance.

CHAPTER ONE

INTRODUCTION

This chapter covers the background of the study, statement of the problem, objectives of the study, the research hypotheses, significance of the study, scope of the study and limitations of the study. The chapter presents in detail the statement of the problem under investigation, it also presents relevant global, regional and the local perspective around the area of study which was predictors of employee performance in the ministry of education in Kenya.

1.1 Background of the Study

The term “employee performance” signifies the individual’s work achievement after exerting required effort on the job. This is associated with getting meaningful work, engaged profile, and compassionate colleagues/employers around (Pradhan & Jena, 2017). To utilize HR fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance-driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to being more strategic and a people-centric perspective (Jena, & Pradhan, 2014).

The employee is the blood life of any organization. The accomplishment or failure of the organization depends on its employee performance (Mathews & Khann, 2016). There have been numerous complaints, accusations and validated cases of the Kenyan Public employees demonstrating poor performance that could be expressed in terms of corruption, poor quality of service, delay in expected output deliverables, poor cost effectiveness among others (Armstrong & Murlis, 2018). While there have been a variety of studies concerning public employee motivation and productivity, few, if any, studies have focused specifically on factors or predictors influencing employee performance in the Kenyan Public sector (Chandrasekar, 2011).

With close to three quarter of a million workers employed by the Kenyan government, any improvement in state workplace productivity could have significant

financial and service impact for the Kenyan society. The workplace requires an environment in which the employee functions properly. The employee should be able to operate, and results be attained as expected by the organization and as set out in the strategic plans (Thuo, 2018; Mathews & Khann, 2016).

Working in a coherent surrounding where employees are responsive, employers are caring and treat all alike helps them interact well. Birhane (2016) describes behavioral mechanisms of the surrounding that have utmost influence on the workplace result. Therefore, the aim of the study was to establish the effects of work environment, career progression, competence level, organization culture and leadership practices on the way workers perform their duties at the ministry of education in the Republic of Kenya.

1.1.1 Global Perspective of Predictors of Employee Performance

The performance of workers and their productivity is of great concern in the economy worldwide. In China, according to (Xiaojun & Mary, 2015), performance of employees in public service plays a very significant role in the development of China, and for the past 20 years changes have been taking place for the purpose of improving human resource systems in China. The aim is to ensure that organizations benefit from a motivated workforce.

In the year 1993, they adopted a civil service system that is formal and currently, they have strategic efforts in place to change the demoralized cultures of the organizations (Ko & Han, 2016) and to emphasize on ethics (West, Beh & Sabharwal, 2016). The Report of the year 2012 18th National Congress of the Communist Party of China recommended that there is need for the government agencies to be improved in order to improve the economic and social development of the nation. This led to the increase in salaries of employees of the public service, but there is expectation by the management that there will be increased responsiveness in return (Xiaojun & *et al*, 2015).

In Germany, recruitment to the public service is such that suitable candidates are selected using selection procedures founded on meritocracy. Every single authority

has the duty of carrying out their own recruitment of their staff and they are responsible for selecting the criteria of choosing the applicants (Aluvisia, 2016). The responsibility of matters relating to HR derived from ministerial principle, through which every single federal minister manages business of their own department independently and on his/her own responsibility. As for compensation, the remuneration is paid every month in advance, which consist of basic salary, family allowance, and other allowances in specific cases.

As a motivation for better performance since 2007 it became possible for the public sector employees to advance to the next step in only half the usual time (performance step) in remuneration scheme in case of consistently outstanding performance. Other approaches used include one off performance bonuses rewarded to high performers at the end of the appraisal year. Poor performance sanction in terms of delayed or no promotion to the next step is also used by German public sector employees' supervisors to influence performance (Kröll & Nüesch, 2019).

The German government in the summer of 2015 started using pay reforms that are related to performance. The proposal by the government aimed at lowering basic salary both at the final and initial stages. The salary rose to its maximum level in 5, 10, 20 years. In the basic salary, was included the element of performance at 2, 4, 6 or 8% for those employees who were able to attain the needed performance level (Ortlieb, Matiaske & Fietze, 2016).

For instance, if an individual does not attain the minimum performance his basic salary will be deducted by 4%, a normal achiever whose performance is satisfactory will receive a performance variable at step 1 his new salary becomes 98% for those whose performance score is high they get an additional 4%, those with performance level of above average, receive additional of 6% to their basic salary, and the ones with outstanding level of performance receive an additional of 8%. The main purpose for this was to create a spirit of high performance within the German public sector employees (Kai-Andreas, 2016).

In United States of America, (Rotundo & Sackett, 2017) state that organizations can benefit from the provision of training to their workers. This is because employees

that are well trained acquire skills and competences that assist in improving the work productivity of the company. Investments done on training workers will result in improved retention rate of the employees and the level of satisfaction by customers. Training that is effective reduces time spent in solving problems and in the long run it helps save money through production of employees that are better equipped. Through training, the morale of the employees is boosted, and they become more loyal to the firm.

Employees who are convinced that their organizations provide chances for training that is excellent have a less likelihood of leaving their company compared to the employees in organizations that provide poor training opportunities (Judge & Durham, 2017). A study by the commission for Architecture and the Built Environment and the British Council for offices has found even simple things such as good lighting and having adequate daylight as factors that reduce absenteeism by 15% and increase productivity by between 2.8% and 20% (Chandrasekar, 2017).

In Canada, (Kinick & Williams, 2017) stated that efficiency among workers could be improved by having a plan to ensure that they are developed with a view to fill any position that arise in the organization as well as provide them with goals that they will be striving towards achieving. If an employee is appraised, they clearly understand and therefore improve the way they perform in their daily duties. Haryono, Supardi and Udin (2020) equally reveals that the performance of motivated workers is better. If a salesperson is offered a commission, they will put more effort and ensure that their sales are higher. If an employee is thanked for their good customer service, there is a high likelihood that they will try to duplicate it because they feel they are being appreciated and their efforts are recognized.

1.1.2 Regional Perspective of Predictors of Employee Performance

Choudry (2016) established in his study on workplace dynamics of labor productivity that the performance of Africa in terms of productivity in labor is not pleasing. By the year 2015 the productivity level in sub-Saharan Africa was the lowest compared to other regions. The study also recommended that there is need for more attention to be focused on the education level, which will lead to the creation of employees that

are competent and attract foreign direct investments. The productivity of a company is greatly affected by the practices of human resource (HR). Anita (2018) indicated that there is correlation between organizations business performance with appraisal, HR planning, training, and working as a team.

In Uganda, there have been reports of HR management challenges and among these challenges reported is the challenge of weak performance management among the employees of health care. According to the audit that was carried out in the health care sector in the year 2006, it was established that there are several weaknesses in performance management of health care employees.

It was further established that there was a huge gap in the staffing with majority (112) of the districts not being able to attract and retain the employees who are qualified. Additionally, there were no clear policies on training of the employees, transfers, and job rotation. Support supervision was not regular, and it was not adequate. The appraisals of the employees were done occasionally (Health Management Information Systems report 2008) to report performance (Basaza, 2016). This kills employee's morale that is reflected in poor performance.

In Rwanda, (Ggombe & Newfarmer, 2017) found that improving performance of workers involves several activities and not just a single activity. It is inclusive of manipulation of work environment for the purpose of enabling workers to attain their goals. The conditioning of the work environment should be such that the productivity of the employees is enabled and that it should ensure that there are minimal hazards.

The work environment created by managers should encourage interaction and attainment of the goals of the company. The reason is that the work environment is a very significant factor in motivating workers and safety in work environment (Ggombe *et al*, 2017). The workplace needs to be conducive, dynamic, and should follow the technological trend of the society. It is also important for managers to manipulate workplace for the purpose of stimulating job satisfaction among workers and promoting their welfare and performance. Skilled managers are the most appropriate because they will be able to manipulate the work environment to ensure that employee's job performance is effective (Ggombe *et al* , 2017).

In Tanzania, the performance of employees uses both the formal and the informal measures that are embraced by the public service to increase the effectiveness of the team, individuals, and the company. Bushiri (2014) did caution that to achieve the objective of performance of both the individual and the company efficiency and effectiveness cannot be achieved without continuously developing knowledge, skills, and competencies of the employees.

The Existence, Relationship and Growth (ERG) and the Goal Setting theories of human motivation are used to assist in identifying and explaining what constitutes job satisfaction and determine as well as explain what job satisfaction entails and establish the appropriate ways through which certain behaviours can be promoted. Christabella (2018) did note that Public Sector Reform Program was put in place by the Tanzanian government for the purpose of improving efficiency and effectiveness of workers and that of the institution.

1.1.3 Local Perspective of Predictors of Employee Performance

Gitonga, Kingi and Jean (2016) focused on the way staff perform in Kenya at KPA. It was established that the variables that determine the way staff perform include; the character of the person; factors of the company, and motivational factors positively affected the way workers at KPA performed. Through the regression analysis, it was established that the character of the person, factors of the company could significantly explain the level of performance of staff members at KPA. The study recommended that KPA should create an enabling environment to support the characteristics of an individual and aspects of the company in improving how their staff members perform.

Aluvisia (2016) reviewed the aspects that influence the way staff perform in the Kenyan public sector at Kenya National Highways Authority (KeNHA). The following were some of the main factors that influenced staff performance; recruitment that is slow, less transparent, and interfered by external influence; poor training especially job rotation; and lack of performance rewards and incentives. The study recommended introduction of performance related pay system and stringent recruitment controls.

Kimeu (2015) evaluated perception of aspects that affect the way staff perform at the County government of Machakos. The study established that training, motivation, teamwork, and performance appraisals were the factors that affected performance with most of the individuals agreeing that the above factors affect their performance. The study further established that employee performance could be improved by fostering teamwork in the organization and it therefore recommended that employees be encouraged to work as a team and through team building activities. Staff motivation affects employee performance and therefore staff should be motivated. Employee performance could be improved by the organization providing more focused training opportunities to the staff (Kimeu, 2015).

Chebet (2015) focused on workers performance in the Kenyan County Governments; the study was conducted in Bungoma County. The study found that a significant association exists between compensation/remuneration, leadership style, employee training and development, working conditions and improved employee performance. The study recommended that there is need for the organization to improve on training and leadership to achieve continual improvement.

1.1.4 The Ministry of Education in Kenya

The Ministry of Education in Kenya is responsible for the provision and co-ordination of education, training, research, science and technology, facilitation, formulation of policy guidelines on education and implementation at all levels of learning (MOE Report, 2018). The sector is divided into six directorates namely; Directorate of Basic Education; Directorate of Secondary and Tertiary Education; Directorate of Quality Assurance and Standards; Directorate of Adult and Continuing Education; Directorate of Policy, Planning and East Africa Affairs and Directorate of Field Services. These Directorates are supported by the various support units, which include: the Accounts section, Finance division, Procurement, Central Planning Unit, and the Administration department. In the Ministry of Education all the departmental and section heads sign performance contracts with the Principal Secretary (PS) (Nyaga, 2013).

The mandate of Ministry of Education in Kenya is to promote maximum economy, effectiveness, efficiency, transparency, accountability, and integrity in the supply chain system while contributing to quality education, training, and research for empowerment of individuals nationally (<http://www.education.go.ke>). The Ministry welcomes the Performance Improvement Framework (PIF) as a serious attempt to assist government agencies to improve their performance. The developmental nature of the approach and the opportunity for structured reflective practice has the potential to enhance agency capability (GOK 2018).

The Ministry found the framework helpful in guiding its internal review. A link exists between performance contracts and strategic planning. Strategic planning is the process by which an enterprise develops a vision for the future and draws up goals, strategies, and action plans for realizing the vision. Performance contracts are drawn from strategic plans which are based on strategies and targets. According to Judy, (2013) implementation of strategy is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively. Incentives/sanctions systems, organizational structure, organizational culture, leadership, performance management and resources influence implementation of performance contracts.

1.2 Statement of the Problem

In Kenya, the public sectors are plagued by problems of poor employee performance (World Bank Report, 2016). Poor employee performance in the public service in Kenya is characterized by absenteeism from work, corruption, lateness, low quality of work output and high turnover of professional staff (Chebet, 2015). According to a report by World Bank (WB) (2016) absenteeism cases in the public service in Kenya comprised 40% of the total discipline cases reported in the organization. Most of these discipline cases were from staff working in operational areas. According to Antonnette (2016), during 2015/2016 financial year, the Man-Hours lost in public service and due to absenteeism and other factors were 10,206,976.57 which translated to Kshs. 3,867,996,698.19 in monetary terms.

There are numerous recommendations adopted by the public service as a measure to improve employee performance through human resource management (Smith & Mackie, 2015). A report by CBK (2021) on the education sector highlighted that the education sector has failed to meet the key milestones as proposed in Medium Term Plan of the Vision 2030 which implies that like other public sectors, the ministry is not performing as expected which can be directly linked to low employees' performance. This therefore necessitate the need to investigate on workplace dynamics of employee performance at the Ministry of Education in Kenya.

The Ministry of Education plays a critical role towards the achievement of Vision 2030 (World Bank, 2017). The Ministry of Education being responsible for educational management in the country, the National Policy on Education makes it clear that the success of any educational system is hinged on proper planning, efficient administration, and adequate financing (GOK, 2016). The Ministry of Education as an organization can only carry out its responsibilities through the performance of its employees.

In the pursuit of the organizational goals, the employees of the ministry must do their respective jobs according to their job descriptions, (GOK, 2016). The expectation therefore is that successful performance of an allocated job by an organizational member cumulatively leads to the achievement of the organizational goals. Hence one of the keys to an effective and successful organization is the management of the human resource (employee) in the system for effective performance (Gitonga & Gachunga, 2015).

Studies in this area include that by (Agaba, Ssebagala, Micheal, Pastor, & Osunsan, 2020) that focused on workplace environment and employee performance in Fort Portal Referral Hospital, Uganda. The study established that there is a positive statistically significant relationship between the physical environment and the workers' performance. The study focused on the physical environment and the workers performance while the current study focused on physical and the intangibles aspects of work environment, hence addressing the existing conceptual gaps. Empirical studies in Kenya include that by, (Gitonga *et al*, 2016) who studied on the

determinants of employee's performance in Kenya Ports Authority. The study revealed that two determinants of employees' performance that is individual characteristics and organizational factors explained statistically significant portion of variance related with the extent of employees' performance in Kenya Ports Authority. The study did not include work environment, career progression, competence level and organisational, hence the current study addressed existing conceptual gaps.

Other studies by Aluvisia (2016), Kimeu (2015) and Chebet (2015) however paid very little attention on the effect of workplace dynamics on employee performance in the Kenyan State Corporations. Therefore, the study intends to fill the existing gap by carrying out the study in Ministry of Education in Kenya. This study therefore sought to establish the predictors of employee performance at the ministry of education in Kenya.

1.3 Objective of the Study

1.3.1 General Objectives

The general objective of the study was to establish the predictors of employee performance at the ministry of education in Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives;

1. To establish the relationship between work environment and employee performance at the ministry of education in Kenya.
2. To assess the relationship between career progression and employee performance at the ministry of education in Kenya.
3. To determine the relationship between competence level and employee performance at the ministry of education in Kenya.
4. To establish the relationship between organization culture and employee performance at the ministry of education in Kenya.

5. To assess the moderating effect of transformational leadership style on the relationship between the predictors and employee performance at the ministry of education in Kenya.

1.4 Research Hypotheses

The study sought to test the following hypothesis

- H₀₁** There is no significant relationship between work environment and employee performance at the ministry of education in Kenya.
- H₀₂** There is no significant relationship between career progression and employee performance at the ministry of education in Kenya.
- H₀₃** There is no significant relationship between competence level and employee performance at the ministry of education in Kenya.
- H₀₄** There is no significant relationship between organizational culture and employee performance at the ministry of education in Kenya.
- H₀₅** Transformational leadership style has no significant moderating influence on the relationship between predictors and employee performance at the ministry of education in Kenya.

1.5 Significance of the Study

On a general basis, this study findings are expected to benefit various stakeholders in different ways. The study findings are expected to contribute to the existing body of knowledge by contributing to the empirical literature, theories, frameworks, and models in the areas of predictors of employee performance in public sector. The findings are expected to support policies around the predictors of employee performance. More specifically, the study findings are expected to benefit the following;

1.5.1 The Ministry of Education

The study findings are expected to benefit the ministry of education have empirical evidence on the predictors of employee performance. Hence the ministry can then work towards improving them to ensure effective delivery of services by the employees in the ministry of education in Kenya. Since the ministry of education is under the government, the government understands the predictors of staff performance in institutions and can focus on improving them to make sure that the employees are effective and efficient in their service delivery. It enables them to understand how to handle the employees to ensure good performance.

1.5.2 Human Resource Management Practitioners

The human resources department is responsible for management of employees in the organization. It acts as the focal point in all employee matters. The study helps the HR practitioners to understand more about the predictors of employee's performance. This helps them work towards assisting the employees to achieve the organization objectives and improve employees service delivery.

1.5.3 Scholars and Researchers

The study is also essential to the academicians and researchers because it adds to knowledge and give information that can be used as reference in future studies on the same or related field. Future scholars in this field may adopt this study as a point of references on workplace dynamics, transformational leadership, and employee's performance. This study highlights gaps that may need to fill by the researchers and scholars.

1.5.4 Policy Makers and the Republic of Kenya

Education sector is always on lookout for progressive policies to the implemented to improve the sector for the better. This study provides insights and key information on the predictors of employee performance in the ministry of education. Policy makers can therefore adopt these findings when developing the regulation framework to reinvigorate this sector in terms of first formulating policies that will improve

employee's performance hence achieving targets since employees will be motivated and therefore help the ministry of education to achieve their objectives, mission, and vision.

1.6 Scope of the Study

The objective of the study was to establish the relationship between work environment, career progression, competence level, organization culture and employee performance at the Ministry of Education in Kenya. Leadership practices was the moderating variable. The study selected the four measures because they are the most critical predictors of employee performance at the ministry of education headquarters. This was further strengthened by the research gaps determined by this study. Predictors of performance include individual-level factors, such as career progression and competence level, as well as group and organizational factors, such as work environment, and organization culture.

Targeted population was 623 employees being at the management level employees at the ministry of education headquarters in Nairobi City County. The study focused on Ministry of Education since it was one of the ministries seriously affected by problems of poor employee performance. Management level employees were selected because they had the needed information for this study. This study was conducted between November 2019 and September 2020. The study was anchored on Attribution Theory, expectancy theory, Abraham Maslow's Hierarchy of Needs, Durkheim's Theory of Culture and Situational and Contingency Theory.

1.7 Limitations of the Study

Among limitations encountered by this study include methodological limitations since the study could only rely on descriptive research design because of the nature of the problem under study. Similarly, predictors of employee performance are many and therefore it was difficult formulating research objectives. The study however, selecting those predictors with the greatest influence on employee's performance as informed by theoretical and empirical review. To mitigate these limitations the study

recommended further studies on factors not captured in this study and more studies in other ministries as well.

Since the ministry lacks robust secondary data on predictors of employee performance, this study was limited to using of primary collected by questionnaires. However, care was taken to ensure that data collected meet reliability and validity requirements. The ministry of education has many employees spread across the country hence selecting the sample also had some limitations. Since the study could not use the entire population, a scientific formula was applied to select the sample to be used in this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section examines recent or historically significant research studies, company data or industry reports that act as a basis for the proposed study. This chapter discusses the theoretical review, theories related to the study objectives are discussed, empirical literature on each study objective, and the conceptual framework showing the relationship between the study variables are all presented. In addition, a critique of existing literature and research gaps on effects of work environment, career progression, competence level, organization culture, leadership practices on employee performance were comprehensively discussed.

2.2 Theoretical Review

A theoretical review is a collection of interrelated ideas based on theories. It is a reasoned set of propositions, which are supported by data and evidence. According to (Gay & Weaver, 2011), a theoretical review refers to how a study not only questions but analyses and develops thoughts or theories on what the possible answers could be, then these thoughts and theories are grouped together into themes that frame the subject. The study was anchored on the Attribution theory, Expectancy theory, Abraham Maslow' Hierarchy of Needs, Durkheim's Theory of Culture, and the Situational and Contingency theory. The theories were adopted to explain the link between predictors which include work environment, career progression, competence level, organization culture, leadership practices and employee performance at the ministry of education in Kenya.

2.2.1 Attribution Theory

This theory is concerned about the way things are explained by people. It is a causal explanation of an event or behavior. Weiner (2015) of the University of California at Los Angeles came up with a model of human attributions. This model provides a lot of information for students in learning institutions when they are carrying out their

research. In the model, various processes through which students develop a causal belief is explained (Weiner, 2015). The main assumption in this model is that environmental factors like the home and school character of the students and personal factors like past experiences and knowledge affect learners. These have effects on the kind of attributions a person will make.

Weiner (2015) observes that if an event that relates to achievement takes place for example a student fails in their exam and they did not expect it, the students will carry out an attribution search to try and understand what did happen. Weiner indicates that what is perceived as being the cause of the event is of great importance regardless of the objective. This is because whatever the perception of the learner as being the reason of their failure will have an effect in the future as they engage in a similar task. For instance, some students fail in their exams because of poor instruction. Those students who think their failure was caused by poor teaching will have different motivation level in their other exams compared to those who think they failed because of their own inability (Weiner, 2015).

Success is commonly attributed to skill, luck, or chance. Majority of the people have the tendency of reacting to a situation based on what they think was the cause (Smith & Mackie, 2015). Attribution can be faulty just like perceptions are. It is possible for an organization to make sure that individuals' attributions are effective through various ways such as providing diverse training, enhancing teamwork, motivation, and objective performance appraisals. It assists on preventing hostility in the workplace from individuals whose culture differs from the others. Daily operations of a company can run smoothly if individuals are trained to make attributions that are accurate; this reduces attributions that are faulty (Smith & *et al*, 2015).

This theory supports work environment by encouraging the management to ensure a conducive working environment for the employees which helps them improve their performance. This study used the attribution theory to explain how an organization can make sure that individuals' attributions are effective through various ways such as providing diverse training, teamwork, motivation, and objective performance appraisals (Smith & *et al*, 2015). The theory also helps to explain how organizations

can improve its performance through training of employees to make attributions that are accurate and therefore achieve smooth organizational operations. Generally, the theory supports work environment by encouraging the management to ensure a conducive working environment for the employees which helps them improve their performance.

2.2.2 Expectancy Theory

This theory was developed by (Vroom, 1964). The focus of the theory is explaining the reason why people behave in a particular way. The idea behind this theory is that individual's motivation comes because they are convinced that through the decision they have made, they will be able to attain their intended goals (Redmond, 2016). This theory proposes that motivation to work depends on the relationship between performance and results and people tend to modify their behaviour depending on the results they have anticipated (Biron & Bamberger, 2011).

Recently, this theory was evolved to effectively study the behaviour and attitude of humans and the setup of the organization. Motivation and management are the basis of this theory. Through this theory, it is suggested that the perception on the results by people will be determined by the degree to which they are motivated. The assumption is that decisions made are focused on optimizing pleasure and reducing pain in the view of the Law of Effect (Redmond, 2016). The correlation that was believed to exist between the work of a person and their goals was not right. The way an individual performs can be influenced by several factors such as skill, ability, personality, and experience.

Expectancy is the belief that performance will be increased by increasing effort. The idea of 'if one works hard, one will be able to improve on something' clarifies it. There are several conditions which boost expectancy, and they include ensuring that there is availability of the right resources and skills for the job and the needed support to ensure that the work is done in the right way. The profit that an individual expects to yield from their efforts on the job is referred to as expectancy (Buford, 2016).

Instrumentality is the perception that if a person performance is good, then the results will come to that person. There are several factors that assist instrumentality and they include; clearly understanding the association of performance with results, trusting, and respecting those individuals responsible for decision making and having transparency in the rewarding processes. Instrumentality is how a person estimates profits attained from a particular task which would lead to results that vary (Choudry, 2016).

It is important to try increasing the belief that workers have the capability to perform their work with success. This can be done through selection of those people who possess the needed skill, providing the needed trainings for the purpose of making sure that the workers clearly understand the requirements; providing the needed time and the resources; assigning duties commensurate with the training progresses; following the suggestions of the workers regarding how they want their duties to be changed; intervening and alleviating issues that may affect performance; providing the examples to workers who have clearly understood their duties; and providing coaching to those workers who are not self-confident (Eddock, 2017).

The study used the expectancy theory in explaining the influence of career progression on employee performance. This theory supports career progression by providing guidelines on how to motivate employees through performance-to-reward expectancy and training them to improve their performance. The theory mainly explains the reasons for people behavior (Redmond, 2016). This theory supports career progression by providing guidelines on how to motivate employees through performance-to-reward expectancy and training them to improve their performance (Eddock, 2017).

2.2.3 Abraham Maslow's Hierarchy of Needs Theory

In the year 1943, Abraham Maslow introduced this theory. He explained the theory such that it included the innate curiosity of a person and for several years, researchers' critic the theory that it is more of western and therefore cannot be applied in many regions in the world (Friedlander, 2015). In the hierarchy of needs, the lowest need in the hierarchy is physiological and safety needs which might be

associated with company's culture. Every single organization must pass through this first stage where they really struggle to survive. Maslow indicated that those individuals growing in a setup where all their needs are not met have high likelihood of not being healthy and not being well-adjusted people.

Other studies support Maslow's theory regarding the difference between deficiency and the need to grow and indicated that it is not all people that have the ability to satisfy all their needs including the higher ones when they are employed. The employees who are at higher levels have the ability of meeting growth as well as deficiency requirements while those employed at low levels have the ability of meeting the deficiency requirements while employed. The three assumptions of this theory are: When the lower need is satisfied, a person moves to the next higher-level need. Human needs form a hierarchy starting from basic needs to higher level needs. Human behaviour is based on needs. Such satisfaction or lack of it influences behaviour (Kaur, 2013).

The theory has not received much support because of its notion. This theory is important in this study because it can be used towards giving the company the orientation in motivating the workers (Greenberg & Baron, 2017). Also, through the theory, managers are provided with suggestions on leading their workers to be self-actualized. This idea suggests a double role played by the theory; 1st organizations and 2nd to employees on the foundation that the workers and the organization decide on how they want the organization to perform, and when the workers put more efforts in serving the organization, the practices of HR must make sure that the workers level of needs reflects on the value held by the company with high esteem (Greenberg & *et al*, 2017).

This theory supports competence level by explaining that employee competence level can be improved when their needs are met. As explained by (Greenberg & *et al*, 2016) Abraham Maslow's Hierarchy of Needs Theory can be used in orienting the company and in motivating the workers. This theory therefore supports the variable competence level by explaining that employee competence level can be improved when their needs are met. According to the theory the needs to achieve high

competence level can lead to job satisfaction if satisfied which ultimately enhance employee performance.

2.2.4 Durkheim's Theory of Culture

This theory was developed and revised severally by Emile Durkheim (2013). Culture is explained as the emergent net of representations, holistically comprehending the in-depth set of belief, value, and symbolic structures of natural entirety such as tribal communities in which he gave such close observation. The theory argues that a bountifulness of work in a firm's sociology involves the substance of what the culture term seems to consist, even if it seems impossible. It is through culture that an organization influences the task delivery and achievement of its objectives.

Culture in Durkheim's sense is an emergent web of representations, holistically encompassing the deepest value, belief, and symbolic systems of a natural collectivity, such as the tribal societies to which he gave such close attention. Society binds individuals inextricably to it, and (most clearly in the primitive case) it represents the whole of their reality. Culture is the sum total of human beings' collective efforts to come to grips symbolically with a complex and uncertain world.

Durkheim's portrait of culture is often criticized as: holistic, seamless, and homogenous admitting to no divisions or conflicts; reified or hypostasized positioned outside people and society; deterministic allowing little room for human agency. As discussed later, these attributions sometimes mischaracterize his work. Still, the Durkheimian model contrasts sharply with (Jepperson & Swidler, 1994) and other recent views of culture as a loosely knit, semi-coherent "tool kit" that people apply selectively and adaptively as coping strategies in navigating social life (DiMaggio, 1997). In the latter framework, culture is neither Parsonsian programming stamped on individuals by the socialization mechanism, nor is it an exterior, enveloping, and constraining collective force possessed of a "life of its own." Instead, publicly available meanings and preferences are selectively and proactively assembled and adopted by individuals and groups in pursuing distinct courses of action.

The alternative part of human character is social in emergence which Durkheim says is the 'collective conscience.' It acts as a check on the will, an ethical structure made of moral values, codes, norms, and ideologies. The collective conscience is established through the socialization procedure where the person masters the norms, codes, and ethical values of the community. Collective conscience is one that controls the person's wish, limits the drives of the individual and potentially unlimited desires (Durkheim, 2013).

Nonetheless, as stated by (Durkheim, 2013), the collective conscience can never be introduced in the person through rational ways. Durkheim (2013) says that when our conscience is taken over completely with collective conscience, they coincide all over. Such communities are proportionately homogenous, women and men involve themselves in the same rituals, duties, and day to day activities, all have the same experiences and hence beliefs and attitudes. The few different institutions in such communities embody the same values, norms and reinforce each other. Norms and rules are universal, beyond the pale of question or discussion, and are absolutely followed. The collective conscience is so overpowering that there is less will or opportunity for deviance or individuality.

According to (Wuthnow & Witten, 2015) disagreements may arise in a company because of several cultures but at the same time it can be a source of strength to the company. The sources of cultural gaps could be profession, status, or even lines of division. The existence of several cultures in a company is evident in various practices observed in the institution: there are some cases when employees belonging to various departments in the organization make speeches to sell the organization that appeal more to those individuals who are outside the company compared to the ones within (Zheng & McLean, 2016).

This theory supports organization culture. Culture is a very important aspect of the organization as it helps in guiding the organization on its daily activities to achieve set goals. Durkheim's Theory of Culture was used in explaining the culture in the ministry of education. As explained by (Durkheim, 2013), disagreements may arise in a company because of several cultures but at the same time it can be a source of

strength to the company. The theory therefore guides in understanding how cultural gaps could be based on profession, status, or even lines of division, yet this can be used as strength to improve employee performance.

2.2.5 The Situational and Contingency Theory

The assumption of the theory is that leadership style and the outcome are related and that the instance of the factors controlled by circumstances and the outcome cannot be predicted by the leaders unless the factors are known (Cheng & Chan, 2016). This theory is responsible for leadership and surrounding factors, whereby the communication that takes place between the character of the leaders decides on how adequate an initiative is.

In this leadership approach there are three models Fiedler's (2018) co-worker theory, House (2018) path-goal theory, and situational leadership theory. From the models there is no style of administration that is suitable in any circumstance. There are several factors that determine achievement, and they include the style of leading, capabilities of supporters, and the nature of the situation. The best style of administration needs one to adjust initiative style to the situation at hand and having control relies upon three main elements; the association of the leaders and their followers, the structure of the errand and the position of the leader. The theory clarifies the direct impact of the leadership style on the workers performance at the Ministry of Education in Kenya.

The theory supports the variable transformation leadership by indicating that compelling authority requires adjusting one's style of leadership to situational factors. This study linked the situational and contingency theory in explaining transformational leadership as moderating variable. As (Cheng *et al*, 2016) explained, the theory assumes that leadership style and the outcome are related and that the instance of the factors controlled by circumstances and the outcome cannot be predicted by the leaders unless the factors are known. Therefore, the theory clarifies the direct impact of the authority style on the relationship deciding factors and workers performance at the Ministry of Education in Kenya. The theory

underpins administration style by indicating that authorities require adjusting their style of leadership to situational factors.

2.3 Conceptual Framework

The conceptual framework describes the relationship between the study variables. It is arranged in a logical structure to provide a picture or visual display of how ideas in a study relate to one another (Grant & Osanloo, 2018). In figure 2.1 the structure shows that the independent variables influence the dependent variable. This association is moderated by leadership practices. The independent variables include work environment, career progression, competence level and organization culture. While the dependent variable is employee performance.

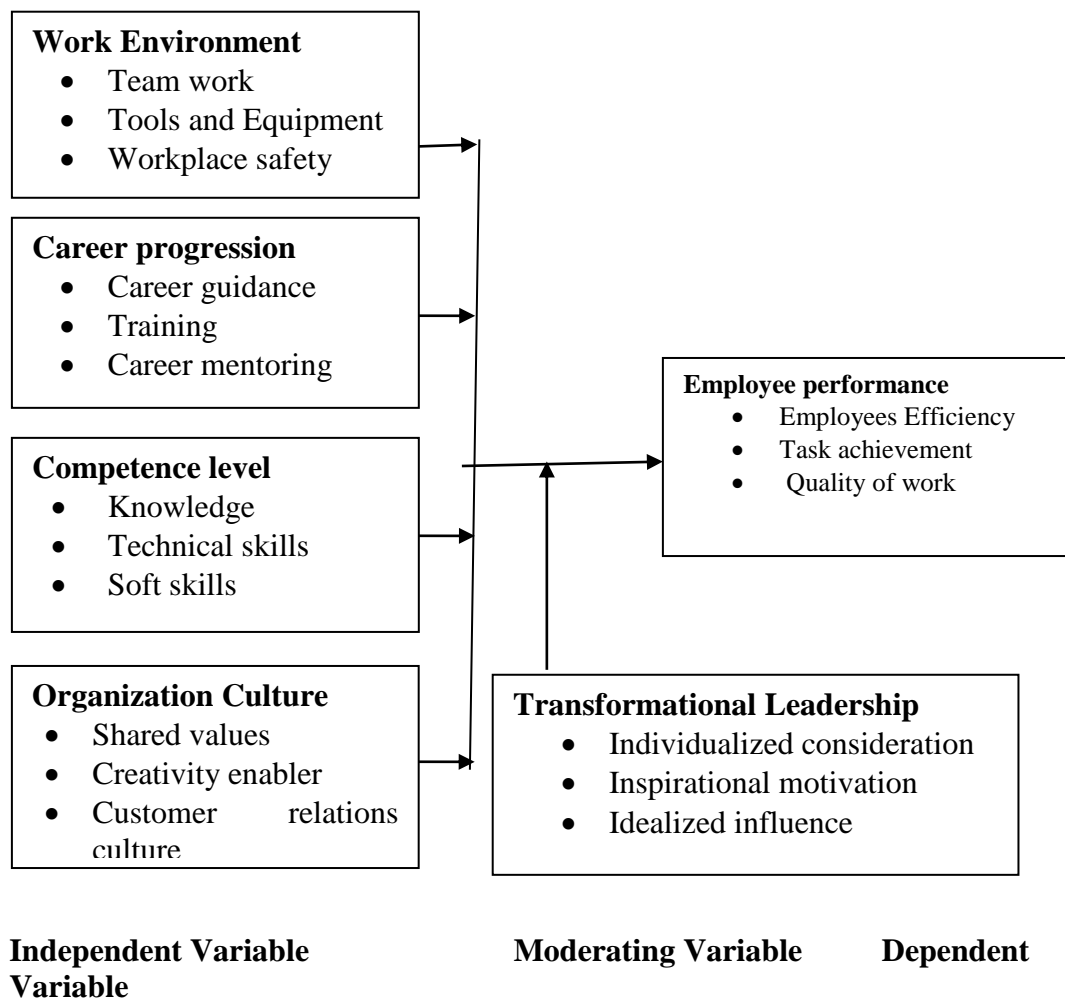


Figure 2.1: Conceptual Framework

2.3.1 Work Environment

The most influential thing in the work environment is the need to have a job that is creative. To have a job that is highly satisfying will make one have low intentions to quite the job. The main job requirement has been to boost creativity of the performance of workers and consequently make sure that the business maintains their competitive advantage and improves innovativeness of the company (Janssen & Yperen, 2016).

There are two main components of work environment, the behavioral and the physical. The physical components are inclusive of those elements relating to the ability of occupants of a particular office to connect with the environment of the office. The behavioral environment are the elements relating to the way occupants of an office associate among themselves and how the office environment can affect the way a person behaves. Ismail and Abidin (2016) indicated that the physical environment and how productive its occupants are can be categorized into two; layout and comfort of the workplace and behavioral environment is categorized into two; interaction and distraction.

2.3.2 Career Progression

According to (Greenberg *et al*, 2017) developing in one's career is a continuous process in the entire lifetime and is beneficial to workers and the company. Workers have the ability to advance their skills for positions that may arise in the future, the company is assured that they have qualified workforce, qualified workers that may take up top positions in the company. Additionally, it empowers the company to develop and position their staff according to their interests and goals. These advances worker fulfillment and ideal utilization of representative capacities. Also, career development holds and propels individuals through the career development process; workers are helped with defining practical objectives and to build up the required aptitudes and capacities for target senior positions (Stewart, 2015).

Galindo and Haskel (2015) indicated that an organization can prepare itself to have sustainable productivity by investing in human capital by employing staff with high

qualifications and training them towards improvement of their key skills. The company will witness advanced returns once the employee picks up the abilities and the company on the other hand gain similar returns. There are several empirical studies looking at the association of productivity and human abilities at local as well as national levels but not at the level of small-scale companies. The focus of this study is impact of worker aptitudes levels on performance of staff members. As explained by (Choudry, 2016) some of the career progression practices that can be used are career guidance and monitoring, promotion opportunities and internal recruitment.

Iranzo, Schivardi, and Tosetti (2016) in their study on skills dispersion on the productivity of a firm focused on the disputations on the idea of correct skills proportion. The common intermediaries are accomplishments in education for the reason of coming up with modern proportions of human capital. They are formal skills reflecting natural contrast in capacity as well as causal aptitude for instance being precise at work or the capacity of correspondence.

Additionally, they consider how productive each staff member is based on their abilities in line with various specializations in the company. Those staff members with competency are the main contributors in any firm. Training of new skills provides an opportunity for professionalism in the firm, increased income, and chances of being employed. There is a perception that companies require new skills to remain competitive and be able to retain their staff members.

Muthumbi and Kamau (2015) indicated that the ability of staff members to perform their work is increased through education and training and it also betters their perspective on proficiency and adequacy in performing their duties. It also improves employee level of satisfaction, and inspiration therefore increasing productivity. This suggests that those companies that have high-capacity building will witness increased productivity because of having workforce that is highly motivated. Training meant to improve skills of employees is very important for the employees. Hameed and Waheed (2017) indicated that companies that provide training to their staff are an indication that they care about their employees. Most of the companies

provide training to their employees who in return are fulfilled with their duties which in return improves the way they perform. Anyway, this improvement relies upon the individual worker's readiness to learn, hierarchical culture, top administration attitude and company's chances of development.

2.3.3 Competence Level

Hameed *et al*, (2017), in any company the main resource they have is human assets and the main determinant of the objective achievement by the company is the competence of the workers and their level of commitment. Competency refers to the ability of an individual to apply knowledge, abilities, their personal character, and skills in performing a particular task or a particular role successfully. Personal characteristics could refer to mental, social, and physical abilities that are needed for a particular job to be successfully performed. Berman (2015) did a study where there was an assessment of competency of a person and established that this is significant in predicting the way an employee performs and succeeds which is as important as a person's aptitude and knowledge content based on test score and the result.

The level of performance of staff is related to competence. The competence structure of a person refers to the situation where a person is able to perform their duties competently and the work runs smoothly, and the expected results are achieved. It can also be said to be performance that is comprehensive of the measures that can be measured and the features of a person which makes them be different from others and these features are inclusive of knowledge, model of thinking, skills, motivation of the society and model of thoughts (Robertson & Patrick, 2015).

It is important for a company to make it clear the features of competency they need to ensure that their staff are competent and to ensure that their staff members have the highest potential based on the strategies of the company, the key competency, and the requirements on the position. The key resource that a company can have is its employees as they assist the company in attaining competitive advantage. The productivity of a company cannot be attained by land, buildings, or materials but the 'people capital' responsible for running a business and helps to produce value based on the available resources. The main source through which a company can attain

their competitive advantage is through their workers. Competitors can copy strategies, the model of the business, products, and services but workers who are talented and competent are a source of sustainable differentiation (Wright & Nishii, 2017).

2.3.4 Organization Culture

The values as well as behaviors that are thought to assist in the attainment of the goals of the company are referred to as organizational culture (Schein, 2016). It can also be defined as the mindset of a person which enables one to differentiate each other in and out of the firm. They are values, beliefs, and behaviors of staff members that assist in distinguishing them from other firms (Hofstede, 2011). It is very important for a company to have a strong culture because it boosts the performance of the staff resulting to accomplishment of the goals of the company and increase in the firm's performance (Deal & Kennedy, 2016). Stewart (2015) indicated that norms and values of a culture have a direct or indirect effect on the individuals who work for a particular firm. Even though the norms are not visible, they have a positive impact on the profitability of the firm and on the staff members as well.

Through a strong structure of culture, the employees can develop their skills and therefore get motivated towards the attainment of the objectives of the company, which in-turn shapes the behavior of the staff members and directs it towards operational and purposeful strategies (Daft & Weick, 2016). One of the fundamental aspects of company's culture is the shared worth (Smit & Cronje, 2016; Hellriegel, Slocum, & Woodman, 2018). Schein (2016) indicated that it is worthy to mention that social norms outlining principles for interaction with the social and the behaviour of communication of the members of the society, and this could mirror the assumptions of causative culture.

It is argued by academicians and practitioners that the way a firm performs depends on the level to which cultural values are spread (Peters & Waterman, 2016). It is also widely argued that the values that are shared vastly and are strongly held help management in predicting the reaction of workers strategies and when the values are reduced the outcome may not be a desirable one (Ogbonna, 2017). Culture is a very

important aspect of the organization as it helps in guiding the organization on its daily activities so as to achieve set goals.

2.3.5 Transformational Leadership Style

The concept of transformational leadership was initially introduced by the leadership expert and presidential biographer James Macgregor Burns (1978). According to Burns, (1978) transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders can inspire followers to change expectations, perceptions, and motivations to work towards common goals. Later, researcher Bernard M. Bass expanded upon Burns' original ideas to develop what is today referred to as Bass' Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers.

Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers, (Bass & Avolio, 1994). The concept of transformational leadership seems to be a promising approach when it comes to responding to dynamics by respective transformations in organizations and societies. Already, in today's world, business leaders need to steer their organizations through increasing volatile environments and keep track of new opportunities resulting from more global connectivity. The concept of transformational leadership is vital in the light of the challenges we face ahead and as well in the actual leadership tasks, (Bass *et al*, 1994).

How workers interact with one another in an organization is very important. It is clear that one fact stands out in as far as transformational leadership in organizations is concerned that, this leadership style induces performance and productivity through reward and punishment. Perhaps to have an even better in-depth view of this leadership style it would be prudent to look at its application module, (Burns, 1978).

2.3.6 Employee Performance

Performance relates to output in terms of its quality, quantity, timeliness, presence, work attendance, efficiency and effectiveness of the job done (Coñu, 2020). Performance of the workers is the work that is completed successfully by a bunch of people that were selected to perform the work. Employee performance is determined based on supervisor perspective of the work or by the company itself for the purpose of pre-determining the level of acceptance while using the resources present in an effective and efficient manner (Christabella, 2018).

According to (Altrasi, 2018) performance comes from job performance or actual performance implying work performance achievement by an individual. Performance is the work efficiency, quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to them. Basaza (2016) adds that employee performance is the result or the level of success of a person during a certain period in carrying out tasks compared to numerous possibilities, like work standards, targets of predetermined criteria that have been mutually agreed upon. Further, employee performance is an action that employees do in carrying out the work done by the company. Performance as a function is not independent, but always relates to employee job satisfaction and the level of reward given, and is influenced by individual skills, abilities, and traits.

2.4 Empirical Review

2.4.1 Work Environment and Employee Performance

Leblebici (2016) studied the effect of work quality on workers profitability - a contextual analysis of selected individual banks in Turkey. The study aimed to determine the association between the work physical conditions and workers execution. The factors of the examination were; work styles, work fulfillment, and efficiency. A total of 89% of the respondents appraised style, from important to very important. Roughly 90% of senior officers observed that successful work style is vital for the expansion in representatives' profitability. A definitive result of the

review encouraged that organizations would upgrade their efficiency by improving the structure of their working environment.

An unpleasant estimation was made by administrators that demonstrated that almost twenty two percent increments will be accomplished inside the organization's performance if their workplaces are elegant. Be that as it may, a few organizations still do not give extraordinary significance to work style. Upwards of 40% of workers trust that their organizations wish to keep up their costs low that is the reason their working environment have unpleasant styles; and 46% percent of representatives guess that the need rundown of their organization does not have working environment configuration to finish everything. The study demonstrated that the staff felt propelled while working in a much-modernized work environment, great stylistic theme, and all around organized and with well-organized shelves (Christian, Bradley, Wallace & Burke, 2016).

Ahmad (2017) did a study on work atmosphere and how staff perform in the Asian country- Pakistan. The study was an investigation of work atmosphere and how staff perform in Pakistan. The study tested a model that is made up of five dimensions of work atmosphere and how they impact the way staffs perform. Data used in the study was gathered from 115 staff of Pakistan Telecommunication Company Limited (PTCL) and was processed by use of SPSS where descriptive statistics, Pearson's correlation and multivariate analysis were computed with the aim of establishing how the variables were associated.

The findings established that majority of the staff members in superior positions in the company were male. From correlation analysis every single independent variable, significantly and positively associated with the way staff members perform especially regarding their physical work conditions, which mirrored a significant and positive association. Multivariate analysis established that the way staff members perform is highly dependent on physical conditions of work area, coaching and development and communication strategies. This led to the acceptance of the hypotheses. The work atmosphere impacted the capacity of an individual to perform

their tasks while also complying to the performance targets. Staff members need coaching to handle their work expeditiously and effectively (Ahmad, 2017).

Kingsley (2016) examined the impact of working environment ergonomics on workers performance in the Ghana National Petroleum Corporation (GNPC). The examination pointed toward searching for regardless of whether the work environment of GNPC had any effect on workers performance. The examination utilized an example of eighty-eight GNPC representatives drawn from different offices and Units Oil House, and ten senior directors. Data for the investigation was acquired basically from the organization of surveys and examined quantitatively utilizing SPSS and Microsoft excel.

The examination discovered office ergonomic inadequacies including unsuitable and old-fashioned work environment plan and outline stylistic theme of the workplace, utilization of dull wood prompting poor lighting in the workplaces, and nonstop utilization of un-ergonomic furniture at the oil House all affected employee performance negatively. The examination affirmed that the ergonomic inadequacies have affected the execution of duties by GNPC staff by between 20-80%. The investigation prescribed the movement of the GNPC to a substitution in advanced office to suit the exceptional wants of the Company. The improvement and activity of a land arrangement that influences the work environment to attract, retain, and boost workers execution was proposed (Kingsley, 2016).

Cummings and Schwab (2016) contemplated the effect of working climate on representatives' execution: the instance of the organizations of back administration in Dar es Salaam Locale. For the point of this investigation, illustrative examination was utilized. Straightforward testing system was utilized to pick the respondents for the investigation. Respondents for this investigation were 50 comprising senior and junior workers. Organized polls were utilized for data analysis.

The investigation discoveries demonstrate that, the association's working environment affected individuals to the extent respondents are included. The investigation built up that workers' can enhance their execution if the issues known all through the examination are handled by the administration. The issues are

adaptability of working climate, work commotion diversion, manager's social association with subordinates, nearness of occupation help, the usage of execution criticism and enhancement of work motivating forces inside the association.

Gitonga *et al.*,(2015) contemplated the impact of work environment on hierarchical execution in government services in Kenya. The fundamental goal of the examination was to find out the impact of work climate on authoritative execution in government services in Kenya. The objectives were drawn from six government services based on execution gaining reports of 2012. The whole populace was 7913 and from which a sample of 367 was drawn. Stratified random sampling procedure was used in picking the sample. The investigation embraced spellbinding examination style and essential information was gathered utilizing surveys, managed to pick government services.

A pilot study was done to check the legitimacy and quality of the instrument. The information gathered was analysed by SPSS version twenty-one. The investigation used quantitative examination systems and connection and created discoveries demonstrating that the factors decidedly and fundamentally impacted hierarchical execution in government services in Kenya. Psychosocial condition was the most critical issue and had a positive huge relationship at the level of significance of 0.05.

Nduku, Mwendwa and Wachira (2015) investigated the impact of work environment on the way staff members of Kenya Commercial Bank (KCB) performed. Particularly the investigation needed to; evaluate the effect of physical conditions, investigate the effect of work-related wellbeing, authoritative correspondence on performance of staff of KCB headquarters. A sample of 172 staff were selected using stratified random sampling technique. Essential information was gathered by utilization of polls. Data was analysed using recurrence conveyances, means and standard deviation. A relapse display was created to find out the association between the autonomous factors and indicator factors. The relapse demonstrated that physical conditions had the best effects on the performance of staff of KCB, though work-related wellbeing and security had the little measure of constructive outcome on performance of staff.

A study conducted by (Nanzushi, 2015) focused on the effect of workplace environment on employee performance among the mobile telecommunication firms in Nairobi City County. The objective of the study was to investigate the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. The target population was all the employees at Airtel Networks Kenya Limited, Safaricom Limited, and Telkom Kenya Limited based at the headquarters. The total number was 250 from Airtel, 976 from Safaricom and 400 from Telkom. The sample size included a total of 164 employees. Descriptive research design was adopted for the study. The researcher used stratified random sampling technique in selecting the employees. The study used primary data which was collected by use of semi structured questionnaires.

Data was analysed using descriptive statistics that included frequencies, mean scores, standard deviation, and percentages. From the findings, the study concluded that work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance. The findings revealed that employees were not satisfied with the management style and promotions in their organizations.

Another study conducted by (Bushiri, 2014) focused on the impact of working environment on employees' performance: the case of the institute of finance management in Dar Es Salaam Region. The study aimed at assessing the impact of working environment on employees' performance at Institute of Finance Management in Dar es Salaam Region. For this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection.

The study findings indicate that, the organizations working environment had an impact on members as far as respondents are concerned. The study also revealed that employees would improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working

environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization to motivate employees to perform their job.

Riyanto, Sutrisno and Ali (2017) focused on the impact of working motivation and working environment on employee's performance in Indonesia stock exchange. The research design was descriptive and verification with survey method. The population was all employees of IDX in Jakarta. The sampling technique based on the calculation using the Slovin Formula found 150 respondents who were selected using a probability sampling with the specific type being simple random sampling technique. Data was analyzed using multiple linear regression analysis. The results showed that there is a simultaneous effect on working motivation and working environment on employee performance. Working motivation and working environment partially significant influence employee performance.

Oswald (2012) analysed the effect of working environment on workers performance: the case of reproductive and child health care providers in Tarime District. A cross sectional exploratory study was conducted in 12 health facilities in the district. One hospital, three health centres and eight dispensaries were involved the study. Data was collected using closed and open-ended questionnaires. The main variables in the questionnaire were socio- demographic characteristics (sex, age, marital status, and education level), availability of drugs, office building space, presence of privacy, and availability of medical supplies.

A total of 30 health providers and 147 clients were interviewed. Analysis of data was done by using SPSS version 15.0. The result revealed that the working environment elements have a significant effect on the performance of health providers in the Reproductive and Child Health unit. These elements are; presence of office building with the standardized coefficient of 0.369 ($p= 0.014$), availability of drugs with the standardized coefficient of 0.362 ($p= 0.016$) and availability of equipment with the standardized coefficient of 0.369 ($p = 0.012$).

2.4.2 Career Progression and Employee Performance

Napitupulu, Haryono, Riani, Sawitri, & Harsono, (2017) completed an examination on the effect of vocation advancement on worker performance: an observational investigation of the general population division in Indonesia. This examination analyzed the impact of profession improvement on worker performance in broad daylight division, intervention by apparent association bolster, work inspiration, and compelling responsibility. By breaking down the impression of 250 government workers in fifteen provincial parts Ministries of Finance of Indonesia and abuse basic condition examination with smart PLS 2.0 program. The discoveries uncover that vocation advancement has positive direct impact on apparent association support, inspiration, and successful duty. In any case, profession improvement has no immediate effect on execution.

The circuitous examination demonstrates that intervening factors appeared to have noteworthy impact in fortifying that relationship. These discoveries infer that vocation advancement could likewise be reliant to the degree to which association is fit for giving apparent association support and inspiration in advancing compelling responsibility and execution. These discoveries uncover the significance of every Indonesian's focal and local government to execute execution-based prizes.

Christian *et al* (2016) researched on connection between work environment, vocation improvement openings and specialist maintenance in Vodafone African. The research demonstrated that profession advancement openings furthermore indicated strong relationship with workers retention ($r = 0.387$) with a significance level of 0.000 which proposes that these two factors fundamentally affect retention and subsequently recommend that administration of the association offer improvement chances to stretch out representatives' professional development and to make them glad to remain inside the association.

Asrar-ul-Haq & Kuchinke, (2016) in an examination inside the media transmission segment found that for the higher support and reliability of staff, associations should create commensurate incentives. By doing this, staff members are given a climate wherever they are prepared to grasp vocation development and expertise's

advancement. From the two sorts of employment instructing, on occupation training is most famous by staff. Length of instructing is furthermore urgent in conveying favorable circumstances related with preparing for the specialists. Subordinate help assumes an essential job in expanding the aficionado among staff. Every organization should consider work instructing by their gifted staff because it results in encouraging staff members. For a firm to attain and maintain competitive advantage the company should have staff members that are productive, and they should be exposed to development of their career to improve and cultivate their competency.

Kakui and Gachunga (2016) did a study on the impacts of career development on the way staff members perform in public institution using a case of NCPB. Descriptive survey was employed. Targeted population was staff members of NCPB located in Nairobi which is two hundred. All staff members at different managerial levels were used as the sample frame. The sample used in the study was one hundred respondents who were selected using the stratified sampling technique.

Data was analyzed by use of SPSS version twenty. From the findings, it was established that work training influenced the way workers performed by improving their competencies, motivating their outcome, lowering the levels of intimidation, provision of further skills and staff members that are ready and willing to network. Additionally, career mentoring was found to impact the way staff members performed.

Mark and Nzulwa (2018) researched on effect of career development programs on employee performance in Kenya, a case of the National Hospital Insurance Fund. A case study design was used. The study targeted a population of 402 employees of National Hospital Insurance Fund (NHIF) Nairobi from which a sample of 120 respondents were drawn using 30% of the target population. The sample was selected using stratified sampling technique. The researcher collected primary data using a questionnaire. The questionnaire was pilot tested to ascertain the reliability of research instrument using Cronbach Alpha.

The study employed both descriptive and inferential statistics to present and analyze the data. A correlation analysis revealed that there is a positive and significant relationship between career development programs and employee performance. Findings: from regression analysis, it was observed that career development programs contributed to 34.9% of employee performance. The study findings also revealed that there was a statistically significant positive relationship between employees training, career counseling, employee mentoring and career advancement and employee performance.

Muthumbi *et al*, (2021) focused on the effect of career development on employee performance in Deloitte Limited, Kenya. The study adopted a descriptive survey research design by using quantitative research methods. The target population of this study comprised of 500 employees working at Deloitte Limited, Kenya. Out of this, 116 respondents formed the sample size and were selected using stratified random sampling technique. Data collection was carried out using structured questionnaires. The data was analyzed using descriptive and inferential statistics with the help of the Statistical Package for Social Sciences (SPSS).

Descriptive statistics included percentages, means and standard deviations represented by way of tables, charts, and figures. Inferential statistics included correlation and regression analysis to measure the relationship between the study variables. The study established that career development had a positive and significant effect on employee performance. The results indicated that career development was positively and significantly associated with employee performance. Several aspects of career development were identified as key, that is, training programs, career guidance & mentorship and mobility programs. The study established that career development had a positive and significant effect on employee performance.

Katharina and Dewi (2020) focused on the effect of career development on employee performance through work satisfaction as a variable of mediation. The study was conducted at Inna Sindhu Beach Hotel & Resort with a total sample of 61 employees and all taken hence a census. The questionnaire was used to collect data. Data

analysis techniques used were path analysis (path analysis) and multiple regression tests. The results showed that all hypotheses were accepted.

Career development has a positive and significant effect on job satisfaction, career development has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance and job satisfaction mediates the effect of career development on employee performance at Inna Sindhu Beach Hotel & Resort. The management of Inna Sindhu Beach Hotel & Resort is expected to better manage the career development system in the company so that employees are satisfied with their careers, also, the company is required to provide salaries by workload and employee responsibilities as well as increase the provision of training and employee development to improve employee performance.

2.4.3 Competence Level and Employee Performance

Winarno and Perdana (2015) conducted a study to investigate how performance was affected by competency and motivation; the study was conducted on workers of PT Pos Indonesia Bandung Cilaki Company Limited. The study aimed to establish the effect of the level of competency, motivation, impact of competency and motivation on the way workers performed partially and simultaneously. Descriptive survey and explanation techniques were employed. The targeted population was 245 from which a sample of 78 was selected randomly. Data collected was analyzed using path analysis. The study established that competence and motivation significantly and positively affected performance.

Ismail *et al*, (2016) did a study on the effects of employees' competency on how they perform, a case of the Malaysian private service industry. The focus of the study was analyzing the effect of employees' competency on the way they perform in their respective private service industry. The study targeted 1136 employees in executive, managerial or professional levels from three sectors which were the ICT, education and health in Selangor, Federal Territory of Kuala Lumpur, Penang, and Johor. Data collection was done between 2007/08. WPI and WCI were developed for the purpose of analysis. The results showed that the way staff members perform is greatly

influenced by competencies of the staff members. Other factors that affect the way staff members perform is the character trait of the staff and human capital.

Osei and Ackah (2015) studied workers competencies and organizational performance in the pharmaceutical sector, an empirical study of pharmaceutical companies in Ghana. A sample of two hundred and eighty was chosen and the information that was obtained was used to test the hypotheses of the study. Based on the findings, the hypothesis of the study was not rejected suggesting that companies are aware of the advantages of having competent and efficient employees. It was also established that independent variables have some significant influence on company's performance.

Rambe and Makhalemele (2015) studied the association between managerial competency of the management of emerging technology companies and performance of the business: a case of internet cafés in South Africa. The study examined the association between managerial competencies of owners and the way the emerging internet companies in South Africa performed. The conceptual framework of the study was developed using extant literature as well as reflective experience of the researcher.

Through the model, it was suggested that the assortment of managerial competencies is crucial towards the improvement of how small internet companies perform. The thesis in this paper was to understand the constituents of the managerial competencies suitable for the upcoming technology companies, the organizational context for the emerging technology companies is inclusive of broad business environment which would positively influence performance of small internet companies.

Mwithi (2016) studied the effect of leadership competencies on the way Kenyan Corporates perform. The focus was establishing the impact of competency of leaders on the way Kenyan corporates perform. The sample size used in the study was 131 corporates. The questionnaire was the tool selected for collection of data. The data obtained were analyzed by applying the use of descriptive and inferential analysis. It was established that leadership competency positively and significantly relates with

the performance of state corporations in Kenya (Raja & Palanichamy, 2017). On the other hand, the level of the influence varied depending on the leadership competency. The competency with the greatest influence was social awareness leadership which was followed by self-awareness leadership then social skills leadership and the final one was self-management leadership competency.

Further, results established that the leadership competencies of self-awareness and social skills positively and significantly associate with the way state corporations in Kenya perform non-financially, while those of self-management and social awareness are positively but insignificantly related. However, the magnitude of the influence of social skills leadership competency was higher than that of self-awareness leadership competency. Further, the results showed that the organization size only positively and significantly moderate the impact on the association between leadership competencies and non- financial performance of state corporations in Kenya.

Greenberg *et al*, (2019) researched on effects of employee competencies on employee job performance in humanitarian organizations, a case study of the World Food Programme, Kenya. Specifically, the study looked at the effect of leadership competencies, academic competencies, communication competencies and problem-solving competencies on employee job performance in the World Food Programme, Kenya. The study was guided by Talent DNA Model theory, The Human Capital Theory and Model of Effective Job Performance.

The study employed a descriptive research design. The target population was 400 staff from which a sample of 196 was picked. The study applied stratified random sampling and simple random sampling methods in generating the sample. Primary data was used. The data was collected using self-administered questionnaires and analyzed using inferential statistics. The study adopted binomial logistic regression model to assess the effect of the independent variables on employee performance.

From the findings of this study, possession of academic competencies is 3.202 times more likely to improve employee performance while having leadership competencies is 0.176 times less likely to improve employee performance. Communication

competencies and problem-solving competencies will likely improve employee job performance 10.339 and 3.842 times respectively. There is an overall significant positive effect of competencies on employee job performance at 50.2%.

Zaim, Yaşar and Ünal (2013) focused on analyzing the effects of individual competencies on performance: a field study in services industries in Turkey. Survey research was conducted in this study. The survey focused on the companies in service sector in Turkey, and the questionnaires were distributed to 3000 employees in 30 companies and 2679 completed questionnaires were returned, representing a response rate of 89 per cent. An exploratory factor analysis (EFA) was used to assess the influence of individual competencies on performance.

The findings revealed that there is a positive relationship between competencies and individual performance. Furthermore, core competencies appeared to have the most significant effect on individual performance. The results of this study provided some empirical evidence referring the effects of individual competencies on organizational performance. One of the most surprising results of the study is that, when it comes to organizational performance, managerial competencies appeared to be the most significant factor.

Potnuru and Sahoo (2016) focused on HRD interventions, employee competencies and organizational effectiveness: an empirical study. This study aims to analyze the effect of competence and job satisfaction on employee performance, analyze the effect of competence and job satisfaction on organizational effectiveness, analyze the effect of employee performance on organizational effectiveness and analyze the effect of competence and job satisfaction on organizational effectiveness through employee satisfaction.

The sample size for this study was 44 respondents. The analysis technique used was path analysis. The results of the analysis show that competence and job satisfaction influence employee performance. Competence and job satisfaction affect the effectiveness of the organization. Employee performance affects the effectiveness of the organization. Organizational effectiveness mediates the effect of competence and job satisfaction on organizational effectiveness.

Martini, Supriyadinata, Sutrisni, & Sarmawa, (2020) studied the dimensions of competency on worker performance mediated by work commitment. This study aims to analyze the effect of work competence (knowledge, skills, and attitudes) on employee commitment and performance, the effect of work commitment on employee performance, and the role of work commitment in mediating the relationship of competence with employee performance.

This research was conducted on 168 weaving workers in Bali. Data collection was carried out through distributing questionnaires to research respondents. The data collected was analyzed using the Smart PLS 3.0 program. The results found competencies consisting of knowledge, skills, and attitudes showed a significant positive effect on employee commitment and performance, work commitment also had a significant positive effect on performance. Work commitment also act as a mediator of the relationship of competence with employee performance.

Martini, Rahyuda, Sintaasih and Piartrini (2018) studied the influence of competency on employee performance through organizational commitment dimension. The purpose of this study was to examine and analyze the influence of competency on employee performance through the mediation dimension of organizational commitment. The object of the research is the weaving ikat employee in Klungkung Regency with the sample size being 112 respondents.

The data analysis technique used was the structural equation modeling-partial least square (SEM-PLS). The results of data analysis found employee competency, and organizational commitment dimensions showed a significant positive effect on employee performance. The results also found that the dimensions of organizational commitment consisting of affective commitment, normative commitment, and ongoing commitment acted as a partial mediator in the relationship between competency and employee performance.

Kim and Jung (2022) focused on the employee competency and organizational culture on employees' perceived stress for better workplace. Using 641 responses, the statistical findings of the present research insists that HR practitioners should match the type of organizational culture and employee competency situationally to

reduce employee stress. The current authors suggest that organizations desiring the adaptability competencies (Professional competency) for their employees should build a clan organizational culture. In contrast, organizations should encourage a market organizational culture for their employees who possess customer orientation competency (Simply result-oriented competency).

2.4.4 Organization Culture and Employee Performance

Paschal and Nizam (2016) studied the impact of organizational culture on how workers perform: A case of Singapore Telecommunication. The key reason of the study was measuring and identifying the way the culture of an organization affects how workers perform. This study used the descriptive research design. The tool for data collection was a questionnaire whose questions were based on Likert Scale. The study used a sample of 150 respondents constituting of senior and junior staff in the Singapore telecommunication firm.

The study performed descriptive data analysis which was computed using SPSS version 20. From the findings, it was established that the culture of a firm has a significant impact on performance of staff while symbols have little effect on the way staff members perform. Through this study, the fact that common ritual activities of a company greatly and positively affect performance of staff has been cleared, other studies to be done on similar topic should focus on different organization that have different cultural system.

Shahzad (2018) studied the impact of the culture of a company on the way staff members perform on their duties: An empirical study of software houses in Pakistan. The main aim was analyzing the general direct and indirect effect of the culture in an organization on staff work performance. The variables studied were customer service, reward system, risk-taking, innovation, employee's participation, and the communication system. The study used a sample of 110 respondents and analysis was done using descriptive statistics, inferential analysis. The findings revealed that the culture of the firm significantly and positively affected performance of workers. It was also established that the best way to attain the goals of the company is to

ensure the participation of workers in the decision-making process (Rasool, Arfeen, Mothi, & Aslam, 2015).

Jiddah, Rayyan and Umar (2016) did a study on how Organizational Culture affects employees' performance in Nigeria. The OLS method was used in determining the level of involvement of workers, the mission of the organization which was consistency, and the effect on efficiency, effectiveness, and productivity of the job. From the results it was established that consistency significantly predicted effectiveness of the job. The mission of the company also significantly affected the efficiency of the job in Nigeria.

Finally, the study established that workers involvement with work productivity directly and significantly affected their performance. The suggestion of the study is that companies need to conduct frequent appraisals to establish the way employees perform; and the opportunities can be used in addressing the shortcomings and assist the workers in unleashing their potential. Management has the obligation of strengthening the culture of the company and suggests that companies need to invest in terms of training and developing their staff for the purpose of improving their abilities at all levels.

Ekpenyong and Ekpenyong (2016) carried out a study on the culture of a firm and how it influences the way staff members perform and the level to which they are satisfied with their work: A case of Niger Delta University, Amassoma. Information was obtained from a sample size of 120 staff members. The data was then analyzed and presented using percentages and tables, while the hypotheses were tested using the chi square method. Most of the staff members agreed that firm's culture influenced performance of staff members and how satisfied they were with their work. The culture present in a company can be used to establish the extent of workers performance and their level of satisfaction with their work. Those companies that practice clannism or support culture have a tendency of achieving great performance and improved satisfaction levels; this kind of culture motivates workers to be innovative and support teamwork as well as the socialization process.

Odhiambo (2016) did a study on the way a firm's culture affects the performance of the workers at NIC Bank Limited, Kenya. The study adopted a descriptive research design since it allows data from a huge population to be collected at a given time with the motive of evaluating the phenomenon at hand. The population being studied was employees of NIC bank which were 1,164. Purposive and stratified random sampling techniques were used to select respondents.

The findings indicated that most of the individuals who responded agreed that espoused values and beliefs, rules and policies, artifacts and management behaviors influence various aspects of their performance in a positive way. It also established that firm's culture can influence positively the way staff members perform. Additionally, it showed that rules & policies and beliefs & espoused values were the most prevalent culture components that influenced performance.

Wambugu (2015) studied how firm culture influences how staff members in a company perform (Case Study of Wartsila - Kipevu II Power Plant). A total of 63 staff members were the selected sample and they were at different positions in the company. Data was mainly gathered using questionnaires and analysis done by applying descriptive statistics. Analysis of the gathered data was done by use of SPSS software and presentation done using graphs, charts, and tables- this was to facilitate readability. The findings suggested that managers need to focus on factors significantly affecting performance of workers if they are serious about improving the way the firm performs.

It was established that company's values influence the way staff members perform. Firm's culture and performance of employees were positively associated, but the effect was different among the factors with the job processes and systems greatly affecting performance of workers. The study added value to the studies on the same discipline through the provision of significant qualitative perception on firm's culture and performance of staff and could form the foundation of companies and the way they influence performance.

Antonnette (2016) focused on effects of organizational culture on employee performance at AON Limited, Nairobi, Kenya. The study concluded that as a matter

of fact and appreciation, it's good to note that different organizations have their own unique culture that must be understood by both management and employees for the success of that organization. To achieve an enabling culture, managers should not ignore the organizational culture and its themes such as dominant characteristics, leadership, and employee participation and management. Corporate culture if well comprehended by all can work to the advantage of the organization because it's been established that it directly affects employee performance. It is through employee performance that an organization can increase its productivity and thus be able to offer distinctive client or customer value for competitive advantage.

A study conducted by (Ngara, 2018) on the influence of organizational culture on performance: A case of Kenya Power and Lighting Company Limited (KPLC). The study showed a positive significant influence of harmonizing culture on performance at KPLC. However, compared to cooperating and innovating culture traits, harmonizing culture had the highest influence on performance at KPLC. The study concludes that there is a strong positive correlation between culture and organizational performance at KPLC. The study also concludes that there is a positive relationship between cooperating, innovating and harmonizing culture and organizational performance. However, harmonizing culture trait had the greatest influence on performance at KPLC followed by innovating culture traits and then cooperating culture trait having the least influence on organizational performance at KPLC.

Wambugu (2014) also analysed the effects of organizational culture on employee performance a case study of Wartsila-Kipevu II Power Plant. The study employed a survey research design with the target population comprising of all the 63 members of staff from the organization at different levels, hence a census. The data was collected using questionnaires and analysed using descriptive statistics, to determine whether organisation culture affects the employee's performance. The researcher provided an introduction letter from the university as assurance that the information would be treated with maximum confidentiality, as reluctance to provide some personal information was an anticipated limitation of the study.

Collected data was analysed using SPSS software and the data findings represented in graphs, charts and tables for better understanding and interpretation. Based on the results, this study revealed that organizational values have a more significant effect to employee's job performance at Wärtsilä, than the organisation climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organisation culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä having more effect to employee's performance.

Awadh *et al*, (2013) analysed the impact of organizational culture on employee performance. Literature review was done to assess how the culture of an organization impacts upon process, employees, and systems. The study findings showed that certain dimensions of culture have been identified so far and research shows that values and norms of an organization were based upon employee relationship. The goal of an organization is to increase the level of performance by designing strategies. The performance management system has been measured by the balanced scorecard and by understanding the nature and ability of the system's culture of an organization have been identified as determinants of performance.

Thuo (2018) analysed the effect of organisation culture on employee performance in non-governmental organizations. The research design adopted for this study was a descriptive survey in which the research sought to collect data from a target population of employees working in World Vision Kenya, using questionnaires to determine the correlation between organization culture and employee performance. The target population comprised of 960 employees in World Vision Kenya, a sample size of 484 was selected from the overall target population.

From the study it can be concluded that organization culture has a great influence on performance as it dictates how things are done, the organization's philosophy, the work environment, performance targets and organizations stability. At World Vision Kenya there is a concoction of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture, and consensual culture. Out of the four

cultures, employees prefer an integration of consensual and entrepreneurial or competitive and entrepreneurial cultures.

2.4.5 Transformational Leadership Style and Employee Performance

Hasib, Eliyana, Arief, and Pratiwi (2020) did a study on the impact of transformational leadership style on employee sustainable performance: the mediating role of organizational citizenship behavior. A total of 389 questionnaires were collected from contractors and analyzed using the structural equation modeling. The findings reveal that employee sustainable performance is positively influenced by transformational leadership. In addition, more than half of that influence is mediated by their organizational citizenship behavior. The findings remind project managers of the need to pay close attention to transformational leadership, to cultivate organizational citizenship behavior, and thereby to eventually improve employee's sustainable performance.

House, (2018) studied transformational leadership style and employee performance: the role of identification, engagement, and proactive personality. This study investigated the underlying mechanisms and boundary conditions that explain the relationship between transformational leadership and frontline employee performance. Data from 323 frontline hotel employees were analyzed using partial least square regression.

Results show that identification and engagement fully mediate the relationship between transformational leadership and organizational citizenship behaviors, whereas engagement partially mediates the link between transformational leadership and job performance. Results indicate a sequential mediation effect of identification and engagement on employee performance. The findings showed that proactive personality strengthens the effect of leadership on identification and engagement. The study provides information for hotel managers about why and under what circumstances employees perform the way they do.

Khan, Rehmat, Butt, Farooqi and Asim (2020) studied the relationship between transformational leadership and employee performance with the mediating effect of

employee engagement. The aim of this study was to explore the relationship between transformational leadership and employee performance. It also examined the mediating effect of employee engagement in the relationship of these variables. Theoretically, leadership is a key determinant of employee performance and employee engagement, yet there is no research in the context of Bangladesh directly linking leadership behaviors, employee performance, and follower engagement. This study was conducted with 200 employees working in a variety of jobs in SMEs of Bangladesh. The findings of this study indicate that transformational leadership behaviors are positively associated with employee performance. The results confirm the mediation of employee engagement as well.

Musa, Danjuma, Ayotunde, Ritonga, Muhammad, Djajanto and Herawan, (2018) conducted a study on the impact of transformational leadership style on employees' performance: A case study of the Federal College of Education, Zaria, Nigeria. The objective of this paper was to determine the extent to which transformational leadership style has impact on staff performance. A survey research design was used, and primary data was collected using questionnaires and interviews. This data was used to complimented with secondary data. Data analysis was done using SPSS version 20, and regression analysis was used as tool for hypotheses testing.

The findings indicated that, there was a significant relationship between transformational leadership style and staff performance in the college. The study concluded that a sound and viable leadership with individual consideration at heart, encourages innovation, and creativity. The study recommended that management should adopt fully the transformational leadership style with leadership qualities such as role modeling, perseverance, empathy, pragmatism, visionary, innovative, coaching, stimulating, and valuing employees so as to enhance staff performance.

Dola (2015) did a study on the effect of transformational leadership on the performance of employees in Kenya: the case of Kenya Wildlife Service. This study aimed at analyzing the effects that transformational leadership has on the employees of an organization in terms of their performance rate. It is a representative study in design with a cross sectional component whereby all relevant parties were involved.

The study population was specific employees of Kenya Wildlife Service selected for the study.

The employees were those that had been on permanent employment for a period of not less than 10 years, this is because it is assumed that in 10 years there must be transition in the management. The data collected was then analyzed using SPSS computer program, while the Pearson Moment Correlation was used to determine the relationship between the independent variable and the dependent variable. The aim was to indicate whether there existed a significant relationship between transformational leadership style and employee performance and the final report was written and presented in form of text, tables, and figures.

From the analysis of the finding, it was concluded that motivation, and incentives affected performance of employees. It was also concluded that inspirational motivation and recognition of individual effort has been due to the result of transformational leadership. Employees of Kenya Wildlife were appraised on the basis of financial, business processes, customer/stakeholders and learning & growth which enabled KWS to discover employee strengths and weaknesses in terms of performance.

Ngara, (2018) studied influence of transformational leadership on employee performance: A case study of local non-governmental organizations in Kenya. The study adopted a quasi-experimental research design known as correlational research design. This design was deemed appropriate for the study because it enabled the researcher to measure the independent variable (transformational leadership style) and the dependent variable (employee performance). The population of the study comprised of a total of 79 employees from the five local NGOs. The sample frame for the study was the official list of employees as obtained from the head of each organization.

Purposive sampling technique was used to select the targeted respondents from each organization. The researcher targeted at least 60% of respondents from each organization to give a sample size of 49 respondents. The study found that the leadership style in these organizations influence employee performance and the

transformational leadership style stood out the most used. The leaders provide an inspiring vision, support innovation and match employee competencies with organization goals and objectives. The leaders act as role models towards attainment of organizational goals and encourage employees to “think outside the box”. The leaders eliminate chances of conflict by making employees feel they are part of the solution and ensure timely resolution of conflict when it occurs.

Khan *et al* (2020) assessed the impact of the transformational leadership style on work performance, burnout, and social loafing: a mediation model. A cross-sectional survey was conducted to collect data from 308 employees working in the telecommunication sector. To test the hypotheses, Model 4 of Process Hayes was used to test direct and mediating effects among transformational leadership and employees’ work outcomes and working behavior. The results showed that transformational leadership has a significant positive relationship with the mediator intrinsic motivation.

The study also concluded that work performance has a positive significant relationship with transformational leadership. However, there is an indirect and insignificant relationship of transformational leadership with burnout and social loafing. Therefore, it can be stated that organizational leaders must have transformational attributes by getting informed of their employees’ wellbeing because transformational leaders can inspire employees to achieve anticipated or significant outcomes. It gives employees self-confidence over specific jobs, as well as the power to make decisions once they have been trained.

A study by Hasib *et al* (2020) on the effect of transformational leadership on employee performance mediated by leader-member exchange (LMX). This study used a quantitative approach and the data in this study were obtained through observation and distribution of questionnaires to all employees at the Surabaya City Culture and Tourism Office. The population in this study was 45 employees of the Surabaya City Culture and Tourism Office, and the sampling method used in this study was simple random sampling. The data analysis technique used in this study was SEM-PLS or partial least square and Sobel Test to test the mediation effect of

the LMX. The study concluded that transformational leadership has no significant effect on performance but has a significant effect on LMX for the employees of the Surabaya City Culture and Tourism Office, while LMXs have a significant effect on employee performance. Surabaya City Culture and Tourism Office, and fully mediate the influence of transformational leadership on employee performance.

2.4.6 Employee Performance

Thao and Hwang (2016) examined factors that influence how staff members perform using a case of Petro Vietnam Engineering (PVE) Consultancy. The focus of the study was distinguishing and measuring the extent of the factors that influence viability of work performance of staff members who are employed at the Petro Vietnam Engineering Consultancy; the variables that were considered in the study were initiative, authoritative culture, working condition, inspiration, and training. The aim of the study was to discover the association between the previous factors and performance of staff members. The study used a sample of 650 staff members. It was found that administration, training, and inspiration impacted the way staff members at PVE performed.

Soud (2015) completed an investigation on elements that affect the way staff perform at the Fairmont Norfolk Hotel. The target population was 320 staff members in various office departments. The study selected a sample of 74 respondents using stratified random sampling technique. The study collected data using questionnaires. The findings with respect to the effect of compensation on worker execution demonstrated that, workers concurred that on the off chance that they are given great pay rates and rewards in addition to their compensation being paid on time, their performance at the company is positively affected.

Moreover, with respect to the effect of innovativeness on worker execution, the specialist discovered that, respondents are of assertion that how much the company embraces them affected their performance. It ought to anyway be noticed that some inventiveness factors positioned higher than others as far as inclination by the respondents is concerned. At last, findings with respect to the effect of training and advancement on worker performance demonstrated that, an extensive number of

workers trusted that if the firm embraces training as well as development, they will witness progress on how they perform. It is important to understand that not all forms of training result to similar positioning.

Winarno and others (2015) considered elements affecting workers performance: an examination of the Islamic banks in Indonesia. This investigation intended to dissect the factors that determine the way staff members at Islamic Banks performed. There were three main factors that were studied considering their effect on the way staff members perform. The question in consideration was whether each of the variables affected the way staff members performed to the same extent. The sample that was used in the study was 32 respondents.

The questionnaire was selected as data collection tool where the data obtained was subjected to multiple regression analysis. It was established that that 59.3 percent of the way staff members perform could be explained by occupational stress, inspiration, and correspondence factors and the remaining 31.7 percent indicate that there are other factors that can explain the way staff members in the company perform. From the F statistic, activity push, correspondence factors, inspiration impacted the way staff members perform. From the T statistic, activity push and inspiration do not affect the way staff members perform, while communication affected the way staff members performed partially.

Mafini (2015) did a study on transformational administration, authoritative citizenship conduct and nature of work life on the way administration experts performed in their work in the South African government. It was established that transformational administration positively and significantly associated with the conduct of authoritative citizenship and the work life nature. Work nature greatly affected performance of work more than how the conduct of authoritative citizenship affected.

In Nigeria, (Jiddah *et al*, 2016) examined wages or different conditions: a basic appraisal of components in specialist's execution in Nigeria. The examination built up that workers employment performance is significantly affected by customary and great wages; trailed by favorable workplace, accessibility of web offices, great

library, acknowledgment/grant, normal advancement, training openings, access to medical care and flow of communication. The study came up with suggestions that directors of formal companies ought to appropriately compensate workers and additionally give favorable workplace to their employees. The examination set that other slightest motivating element as recognized in this investigation ought not to be overlooked by supervisors, since each furnish workers with a level of stimulant that push them into peak performance in their work in the organization.

Anita (2018) researched on the predictors of employee engagement and their impact on employee performance. Causal study was used to investigate the impact of relationships. A survey questionnaire was developed and validated using a pilot data ($\alpha=0.975$). Simple random sampling technique was used to select the employees from middle and lower managerial levels from small-scale organizations. A total of 700 questionnaires were distributed and 383 valid responses collected. Regression and structural equation modeling were used to predict and estimate the relationships. It was found that all the identified factors were predictors of employee engagement (r^2 , 0.672). However, the variables that had major impact were working environment, teamwork, and co-worker relationship. Employee engagement had significant impact on employee performance (r^2 , 0.597).

Gitonga *et al*, (2016) researched on predictors of employees' performance of state parastatals in Kenya: a case of Kenya Ports Authority. The specific objectives of this study were to examine the effect of organizational factors, motivation factors, and individual characteristics on performance of Kenya Ports Authority employees. This research problem was studied using a descriptive research design. KPA management staff consisted of a total population of 220 who were highly qualified permanent staff working at KPA offices in Mombasa. A sample of 65% of the total population was selected using stratified random sampling technique hence generating a sample size of 142 respondents.

Primary data was collected using a questionnaire and a pilot study was done to establish the reliability and validity of the research instruments. The target population included top management, middle level management and lower-level

management of Kenya Ports Authority. Questionnaires were the main data collection instrument. The study employed quantitative analysis techniques. A regression model was used to analyze the objectives. The collected data was processed using SPSS and presented using frequency tables, bar charts, and pie charts. This study recommends that Kenya Ports Authority should utilize individual characteristics and organizational factors for enhancing their employees' performance.

2.5 Critique of Existing Literature

Analysis of the literature reviewed revealed conceptual, contextual, methodological limitations that make their findings not applicable to the contextual focus of the current study. For instance, Ahmad (2017) did a study on work atmosphere and how staff perform in the Asian country, Pakistan. The study was an investigation of work atmosphere and how staff perform in Pakistan. Nduku, *et al*, (2015) completed a study on the effects of working conditions on execution of staff at KCB headquarters.

This study failed to establish how these factors affected employee performance. Napitupulu, *et al.*, (2017) on other hand carried out a study on the effect of vocation advancement on worker performance: an observational investigation of the general population division in Indonesia while Kai-Andreas (2016) focused on work environment, vocation improvement openings and specialist maintenance in Vodafone in Africa. All these studies focused on private sector corporations hence their finding cannot be applied in the context of public sector since drivers of public sector employees' performance are different from those in private sector.

The studies conducted in public sector include Kakui and Gachunga (2016) who conducted a study on the impact of career development on the way staff members perform in public institution based on a case of NCPB. The focus of the study was establishing the outcome of the influence of career development on the performance of workers in public institutions. The findings at the National Cereals and Produce Board cannot be generalized to the ministry of education because they are two different departments operating differently.

The study however focused on only one variable hence the findings cannot be extrapolated to all other workplace situations. Paschal and Nizam (2016) studied the impact of organizational culture on how workers perform: A Case of Singapore Telecommunication. This study focused on the Telecom sector. Jiddah, Rayyan and Umar (2016) did a study on how organizational culture affects the performance of workers in Nigeria. This study failed to establish the dynamics of employee performance in the ministry of education in Kenya. Odhiambo (2016) studied the effect of culture in an organization on employee performance at NIC Bank Limited, Kenya. However, this study focus was on the banking sector while the current study focus is on the ministry of education in Kenya.

2.6 Research Gaps

Based on the empirical literature review, the studies reviewed present conceptual, contextual, and methodological gaps that the current study aimed to fill. First, these studies were conducted in different countries and therefore the work environment differs and can have different influence on employees thus the findings cannot be generalized. For instance, (Leblebici, 2016) stated the effect of work quality on workers profitability a contextual analysis of selected individual bank in Turkey.

The study focused on the influence of work styles, work fulfillment, and efficiency but failed to show the influence of organization culture, career progression, work environment, competence level, on employee performance- which is the gap this study sought to fill. Kingsley (2016) examined the impact of working environment ergonomics on workers performance at the GNPC. This study was conducted in Ghana and the variables used in the study differed from those the current study examined. The study also failed to show whether the transformational leadership style moderated the influence on employee performance.

Christian *et al*, (2017) focused on the connection between work environment, vocation improvement openings, and specialist maintenance in Vodafone African nation. Winarno and Perdana (2015) studied how competence and motivation of staff affected performance of workers at PT Pos Indonesia Bandung Cilaki Head Office. These studies were conducted in different organizations operating in different

countries and therefore the findings cannot apply for the case of Kenya. The performance of employees is affected by the culture of the organization and different organizations have different cultures. Hence this study aimed to fill these gaps.

Ismail and Abidin (2016) did a study on the effects employees' competency on how they perform, A case of the Malaysian private service industry. This study was conducted in a private industry and therefore its structure and culture differ from that of the public organization and therefore the findings cannot be generalized. This study filled the gap by conducting the study in public organization (ministry of education).

Rambe and Makhalemele (2015) studied the association between managerial competency of management of emerging technology companies and performance of the business: a case of internet cafés in South Africa. This study used secondary data and therefore the exact situation could not be depicted by the findings obtained. Paschal and Nizam (2016) studied impact of organizational culture on how workers perform: A case of Singapore Telecommunication. The study failed to show whether the transformational leadership style influenced the organizational culture. This study sought to fill this gap.

Also, the studies conducted in Kenya have focused on different organizations other than the ministry of education and since the structure and culture of organizations differ the findings cannot be generalized. This study therefore aimed to fill the research gap by establishing the predictors that influence the way staff members perform at the Ministry of Education in Kenya. For instance, (Gitonga *et al*, 2015) studied the impact of work air on hierarchical execution in government services in Kenya. The study focused on one variable which is work climate and failed to show whether it was moderated by the transformational leadership style. This study therefore endeavored to fill these gaps.

2.7 Summary of Literature Review

The study reviewed relevant theories that informed the study variables. The theories analyzed included the Attribution Theory, the Expectancy theory, Abraham Maslow

Hierarchy of Needs, Durkheim's Theory of Culture and the Situational and Contingency Theory. These theories enabled the study to hypothesize the underlying relationship between the study variables. This chapter also reviewed relevant past studies, developed a conceptual framework, and identified the research gaps that this study sought to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology adopted for the purpose of establishing the predictors of employee performance at the ministry of education in Kenya. It specifically presents the research design, target population, sampling technique, and the data collection procedure. The chapter also presents the data collection instrument, the pilot testing procedure, data analysis procedure, and how data was presented.

3.2 Research Philosophy

A research philosophy is a collection of views about how to gather, evaluate, and analyse evidence on a subject (Saunders, Lewis, & Thornhill, 2009). The research approach, data investigation and interpretation procedures are all based on the research philosophy (Hair, 2007). Epistemology and positivism are two broad research philosophies. The ideology of positivism holds that only information obtained by observation and measurement is reliable (Blumberg, Cooper & Schindler, 2014).

This research was based on the positivist philosophy. The philosophy is seen to be more objective and is based on scientific procedures for evaluating relationships in research. The philosophy has a well-defined structure that ensures that the study findings are objective and correct. When employing observable social reality, Creswell, Clark, Gutmann and Hanson (2016) believes that positivist philosophy is used, and that the results are independent of the researcher's viewpoints and generally generalizable due to the systematic character of the research and scientific technique.

The researcher's job is to collect data and interpret it using the most applicable approach. The results are typically measurable. In positivism, the researcher is excluded from the investigation, and there is no chance of human involvement in the research. Epistemology, on the other hand, is concerned with the sources of

knowledge. In this study, the researcher examines data and categorizes what constitutes knowledge and what does not. It is mostly employed for qualitative research, particularly in theory development, and suffers from a lack of generalizability (Cronje, Toit & Motlatla, 2016).

3.2.1 Research Design

A research design is a framework used in choosing the source and the kind of information that will be used to answer the research question. It is a framework that is used to specify the association among variables being studied and acts as a blueprint outlining procedures to be used from the start until the data is analyzed (Campbell, 2016). The study employed descriptive research design.

This research design helps the study to establish whether there exists a significant association between the variables at a particular point in time (Mugenda & Mugenda, 2018). According to Creswell and Clark (2016) a descriptive design is a design whose main concern is ‘what, how, and who’ which is the concern of this research study. Blumberg *et al*, (2018) concurred that this research design is focused on producing information that allows for generalization of the findings.

Descriptive research design was used in this study because the study aims at establishing the predictors of employee performance at the Ministry of Education, Kenya. This design allows information to be collected through asking questions to the sample selected for the research, using standard procedure of questioning with the focus of identifying the association of the variables (Saunders *et al*, 2017).

3.3 Target Population

A target population is the population from which information is needed. Bell, Harley and Bryman, (2022) defined a population as a set of elements, subjects, people that are well defined and are being studied for the purpose of generalizing the information. Employees at the Ministry of Education in Kenya were the target population and therefore they formed the population of the study. The ministry of

education in this study was the unit of analysis while employees working in this ministry were the unit of observation.

The population for this study comprised of 623 employees at different managerial levels currently working at the of Ministry of Education, Kenya. Management level employees were selected for this study because they had the needed information for this study; on the area of study- establishing the predictors of employee performance at the Ministry of Education, Kenya.

Table 3.1: Distribution of Target Population

Category	Target Population	Percent
Top level Management	108	17.3
Middle Level Management	196	31.5
Low Level Management	319	51.2
Total	623	100

Source: HR Ministry of Education (2018)

3.4 Sampling Frame

According to Kombo and Tromp (2016) a sampling frame is a list of units of sampling and a sample is selected from these units. For this study, a list of 623 employees from various management levels who were working (at the time of this study) at the ministry of education in Kenya formed the sampling frame.

3.5 Sample Size and Sampling Technique

The study used the Krejcie and Morgan (1970) formula to arrive at the sample size. The selection formula was used to determine the sample size as follows:

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

Where n= the required sample size

N = the Target Population

e = accuracy level required. Standard error = 5%

Sample size calculation

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

$$n = \frac{623}{1 + (623-1)0.05^2}$$

$$n = \frac{623}{1 + (622)0.05^2}$$

$$n = \frac{623}{2.555}$$

$$n = 243.835$$

$$n = 244$$

Therefore, using Krejcie and Morgan formula, the sample size was determined as 244 respondents. This sample size represented 39.16% of the entire target population. According to (Mugenda & Mugenda, 2013) a sample size of 30% is suitable for a study.

Kombo *et al*, (2016) emphasized that it is very important to select a sample from a sample frame and therefore, the sample used in this study was selected from a sampling frame. Stratified random sampling technique was selecting the sample size for this study. Kothari (2019) defined stratified sampling method as a technique that is used in selection of a sample that is greatly precise and ensuring that the sample selected is representative and it is selected from a population that is not heterogeneous. Stratification reduces standard error by having a level of control on the variance.

Therefore, after dividing the population in the different strata, the study used purposive sampling in selecting the sample size that was used in this research study.

In purposive sampling the researcher uses their own judgement in choosing the respondents. It was used because it efficient and cost-effective. The sample was 244 respondents selected form all the strata which represents 39.16% of the entire population. Mugenda (2018) defined a representative sample as a sample representing about 10-50% of the population being studied. The advantage of random sampling is that it ensures that the sampling error is minimal which increases precision of techniques of estimation in use (Cooper & Schindler, 2016).

Table 3.2: Distribution of Sample

Category	Population	Proportion	Sample
Senior Management	108	6.74 %	42
Middle Level Management	196	12.36%	77
Low Level Management	319	20.06%	125
Total	623	39.16%	244

Source HR M.O.E (2020)

3.6 Data Collection Instruments

The data collection instrument used in this study was a questionnaire. According to Adam, Maite, Joan and Marta (2019) a questionnaire is a measuring tool intended to communicate to the researcher what is required. It is used for obtaining information from the respondents with the focus of achieving the objective of the study. Kothari (2019) stated that structured questionnaires best suit a descriptive study because of ease of use and the skills needed are less.

According to (Saunders, Lewis, & Thornhill, 2017), a questionnaire is an overall term that generalizes all other techniques that are used in collection of data where the respondents are asked questions in a manner that was already determined. They include interviews (structured) and questionnaires through the telephone which includes the ones that are answered when the interviewer is not present.

Formulation of the questionnaire was done in line with the objectives of the study and comprised of both open and closed ended questions. Through the open-ended questions, the study obtained responses that are more unstructured and therefore

facilitating recommendations that are practical. Through the open-ended questions, the study was able to measure various attributes and therefore obtaining responses that were varied. Areas that are not covered by the closed ended questions were covered by the open-ended questions. The selected samples were issued with questionnaires.

3.7 Data Collection Procedure

The study sought all authorization and permits before data collection. This included clearance from the university and issued with data collection authorization letter. The study further applied for research permit from the National Commission of Science, Technology, and Innovation (NACOSTI). The study further visited the ministry of education headquarters where the study sought for approval from management before the actual data collection was done. The study used two methods during data collection; physical questionnaires were used in some instances while an online survey was used for respondents out of reach by the researcher. Similarly, in case where strict adherence to COVID-19 protocol were emphasized the study opted for the online survey which was customized using google forms.

3.8 Pilot Testing

Pilot study facilitated pre-testing and validation of the questionnaire. Cronbach's alpha methodology, which measures internal consistency, was used. Cronbach's alpha provides the average of the measures of the items that are measurable and their correlations. This is in line with the research design that was used in this study. The aim of the pilot test was to check on the reliability and validity of the research instruments. The study used a total of 24 individuals in the pilot test which represent 10% of target population. Respondents used for pilot test were not included in the actual study. After the pilot test the questionnaire was refined and adopted for the actual data collection process.

3.8.1 Reliability of the Instrument

Mugenda (2018) stated that reliability is the degree of consistency of the findings after several trials on the same population. Adam *et al*, (2019) indicated some of the ways through which reliability can be enhanced and these include pretesting of the questions; using responses that are of fixed choices; and collection, transcription, and reports of field that are systematic. Through the pilot study, the research instrument was pre-tested for reliability and any inconsistencies that arose were corrected, this made sure that they provided the measure of what they were designed to measure, also another way to enhance reliability of the instruments is by ensuring that the items are clear to the respondents. It was also increased by adding several items that are the same on a single measure, testing a sample that is diversified, and applying the use of test procedures that are uniform.

Cronbach's alpha methodology, which is based on internal consistency, was used to test the reliability of the data. Cronbach's alpha measures the average of measurable items and their correlation. A Cronbach's coefficient alpha can be written as a function of test items and the average inter-correlation among the items (Cronbach, 1951). Cronbach alpha is a general form of the Kuder-Richardson (K-R) 20 formula. The Kuder and Richardson Formula 20 test checks the internal consistency of measurements with dichotomous choices. It is equivalent to performing the split-half methodology on all combinations of questions and is applicable when each question is either right or wrong. A correct question scores 1 and an incorrect

question scores 0. The test statistic is

$$\rho_{KR20} = \frac{k}{k-1} \left(1 - \frac{\sum_{j=1}^k p_j q_j}{\sigma^2} \right)$$

Where;

k = number of questions

P_j = number of people in the sample who answered question j correctly

q_j = number of people in the sample who didn't answer question j correctly

σ^2 = variance of the total scores of all the people taking the test = $\text{VARP}(R1)$ where $R1$ = array containing the total scores of all the people taking the test.

Overall scales' reliability of the present situation and the desired situation was tested by Cronbach's alpha. The threshold for this study was 0.7 meaning any coefficients greater than 0.7 would be considered reliable (Bell, Harley & Bryman, 2022).

3.8.2 Validity of the Instrument

The main concern of validity is establishing whether a measurement provide measures that are accurate about what they were designed to measure (Adm, *et al*, 2019). Bell *et al*, (2022) stated that the main aim of validity is to determine if the collected data is of relevance and precision and the extent to which the results obtained can be generalized. The question on whether the researcher measured in the correct way, whether the questions were designed appropriately and whether they are in line with the study's objectives were answered. Respondents selected for the pilot test were issued with questionnaires to help the study in establishing if the needed aspects were captured by the research tool.

The study tested for both construct and content validity. Construct validity was ascertained using factor analysis while content validity was guaranteed by ensuring the indicators used for measuring variables were informed by literature review. To further affirm validity, the researcher discussed with experts in the field who in this case were the supervisors and other subject matter experts; this enabled the researcher to detect those questions that required to be edited and the ones that were ambiguous. Further, a factor analysis was conducted to determine the variables that met the minimum threshold so that in order to be considered in the final study. When conducting the actual study, the edited questionnaire was used.

3.9 Data Analysis and Presentation

Data analysis is the systematic, logical, and orderly analysis of data and testing of hypotheses with the aim of acquiring information related to the study variables. The raw data collected from the field was cleaned, coded, captured into the SPSS Version

23 software then analysed Mugenda (2018). The study employed descriptive statistics, diagnostics tests, and inferential statistics.

The objectives of the study guided data analysis. Both quantitative and qualitative data was collected. Questionnaires from the field were edited, referenced and data coded. The coded data was entered into SPSS version 23. Quantitative data was analyzed using descriptive statistics techniques. Descriptive statistics comprised of means, standard deviation, frequencies, and percentages. The data was presented in form of tables, figures, and pie charts. Qualitative data was analyzed using content analysis method. The data was presented in a prose form to support the quantitative data.

Inferential statistics were computed based on the correlation and regression analysis. Pearson Moment Correlation coefficient represented by r was used to measure the relationship and the direction of linear relationship between variables. The information provided initial achievement of objectives 1, 2, 3 and 4 predictors of employee performance (work environment, career progression, competence level and organization culture) and the influence of employee performance at the ministry of education in Kenya.

A large correlation implies a strong relation exists between the variables. The extent of the level of association between two variables is determined using correlation analysis (Creswell *et al*, 2016). A small association is indicated by values ranging from 0.1- 0.29, medium association is indicated by value ranging from 0.3-0.49, and strong association is indicated by value of 0.5 and above. All values less than 0 would imply a negative association.

Multiple regression models were fitted to the data in order to determine how the independent variables influenced the dependent variable. Multiple regression analysis was used in this study because it supports the view that the independent variables are used in predicting the dependent variable. It is a statistical tool that attempts to establish whether some variables can be used together in predicting a particular variable Mugenda (2018). Multiple regression models were used to measure the predictors of employee performance and the strength of the association.

To determine any causal relationship, multiple linear regression analysis was conducted. As stated by Grant *et al*, (2018), causation models are best explained by linear regression analysis and thus, the study used linear regression results for each variable to achieve objectives 1, 2, 3, 4.

$$Y = \beta_0 + \beta_1 X_1 + e \dots \dots \dots (3.1)$$

$$Y = \beta_0 + \beta_2 X_2 + e \dots \dots \dots (3.2)$$

$$Y = \beta_0 + \beta_3 X_3 + e \dots \dots \dots (3.3)$$

$$Y = \beta_0 + \beta_4 X_4 + e \dots \dots \dots (3.4)$$

Multiple Regression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots \dots \dots (3.5)$$

To achieve objective 5 which sought to test the moderated multiple regression model:

$$Y = \beta_0 + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \beta_4 X_4 M + e \dots \dots \dots (3.6)$$

Where;

Y = Employee Performance

X₁ = Work Environment

X₂ = Career Progression

X₃ = Competence Level

X₄ = Organization Culture

M = Moderating Variable (Transformational Leadership Style)

e = Error term

β_0 - β_4 = are regression coefficients that were estimated

ANOVA test was used to determine whether data that was used in the study was significant. ANOVA was also used to determine whether to uphold the hypotheses or not. Beta coefficient was used in comparing how strong the effect of each independent variable was on the dependent variable. If the absolute value of the beta coefficient is high, then it implies that the effect is strong. This study used the Beta coefficients in comparing the strength of dependent variable in relation to the independent variables.

3.9.1 Tests of Hypotheses

The study hypotheses were tested by performing ANOVA and the F-test. The association existing between the variables was established using t-test, while the fit of the entire model was established using F-test (Cohen & West, 2016; Cooper & Shindler, 2011) where the significance level of R^2 was 5% and the level of confidence was 95%. If the F- statistic is less than F-critical then we reject the null hypothesis and accept the alternative and vice versa (Mugenda & Mugenda, 2018; Cooper & Shindler, 2014).

Table 3.3: Hypotheses Testing

	Do Not Reject H_0	Reject H_0
H_0 is True	Correct Decision	Type I Error
H_0 is False	Type II Error	Correct Decision

3.10 Diagnostic Tests

Diagnostic tests must be carried out to tests assumptions and consequently check and establish the quality and quantity of the data collected. The aim is to determine whether the data is suitable for statistical modelling. For purposes of this study the diagnostic tests carried out included the tests for normality, test for linearity, test for multicollinearity, and the test for heteroscedasticity. According to Bryman (2022), regression analysis proceeds only when the assumptions tested are within the

established thresholds. Every diagnostic test must clearly establish threshold that helps in making the decision.

3.10.1 Normality Test

Parametric tests such as correlation and multiple regression analysis require normal data. Normally distributed data is distributed symmetrically around the centre of all scores and is characterized by a bell-shaped curve (Bell *et al*, 2022). When scatter plots or graphic method are used then normal data will take a linear expression with opposite extensions of data scattered at the extreme ends of the scatter plots (Blumberg *et al* , 2014). Non-normal data has characteristics of skewness and kurtosis. Creswell *et al*, (2016) indicated that if skewness statistic lies between (-3.0, 3.0) and the kurtosis statistic lies in the interval (-10.0, 10.0) then it can be assumed that the variables are univariate normal.

According to (Cronje *et al*, 2016), skewness level with absolute values greater than 3 are regarded as extreme and a kurtosis level with absolute values greater than 8 are described as extreme. Violation of the acceptable level of skewness (3) and that of kurtosis (8) suggests a problem that should be addressed before performing any inferential statistical analysis. To assess the normality of the distribution of scores, Kolmogorov-Smirnov test and graphical method approach were used. When non-significant results (> 0.05) are obtained for a score, it shows the data fits a normal distribution (Cronje *et al* , 2016).

3.10.2 Linearity Test

For linear regression, the association existing between the dependent and the independent variables should be linear. It's very crucial that the study checks for outliers because linear regression is sensitive to the effects of outlier (Creswell, 2016). The study used scatter plots to test whether the assumption has been met. If the plot, follow a linear pattern when plotted on the x and y axis the assumption will have been met.

3.10.3 Multicollinearity

Multicollinearity occurs when the independent variables are correlated with other independent variables. Prediction of a variable can be done accurately by the other variables (Bryman, 2016). When there is perfect multicollinearity, the independent is singular and its inversion cannot take place. In this study, VIF and tolerance were applied in testing for multicollinearity. The tolerance provides measures of the effect caused by a single independent variable on other independent variables. Tolerance is; $T = 1 - R^2$. If the value of T is less than 0.01 then it is certain that multicollinearity is present. Alternatively, when the values of VIF are greater than 10 then, it indicates the presence of multicollinearity among the study variables.

3.10.4 Heteroscedasticity

If the variances of the errors of the independent variables are not similar in the entire data, then heteroscedasticity occurs. (Cooper & Schindler, 2016). Tabachnick and Fidel (2017) and Fiedler and House (2016) agreed that if the variances of the error terms are not the same for every independent variable, then there would be heteroscedasticity. Heteroscedasticity would take place if the residuals were not distributed evenly around the horizontal line. This study used VIF to ascertain heteroscedasticity.

When carrying out linear regression it is important that the data does not show any signs of heteroscedasticity because the outcome will be ruined i.e. the coefficients will be biased (Creswell, 2016). The best way to measure homoscedasticity is by use of scatter plot. If there is presence of heteroscedasticity, then the graph will be a rough cone shape.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings, analysis, and discussion. The chapter presents the general information of the respondents and analysis of the dependent and the independent variables. The chapter further presented the results from descriptive and inferential statistics. The chapter is structured to capture the response rate, pilot study results, diagnostics tests, demographic information, descriptive analysis, correlation analysis results and finally test of hypotheses using multivariate regression analysis.

4.2 Response Rate

The study selected a sample of 244 management level employees at the ministry of education in Kenya. All selected respondents were issued with questionnaires for data collection. A total of 215 questionnaires were filled and returned hence giving a response rate of 88.11% as indicated in Table 4.1. According to Mugenda and Mugenda (2013), a response rate of 50% and above is good for analysis and reporting, that of 60% is sufficient while 70% and above is excellent. Therefore, since the response rate for this study was above 70% it was considered excellent and was used for further analysis and reporting.

Table 4.1: Response Rate

Questionnaire	Frequency	Percent
Returned	215	88.11
Un-returned	29	11.89
Total	244	100.00

4.3 Pilot Test Results

A total of 24 respondents was used in the pilot test (this represented 10% of selected sample size). All the selected respondents for the pilot test responded thus a 100%

response rate. The study was able to achieve this because the pilot sample was small hence it was easy for the study to cover all the selected respondents for the pilot study. The sample used for pilot study was not included in the final sampling. The open-ended questions warranted adjustments hence the study made the required adjustments.

4.3.1 Validity of Instrument

Construct validity of the questionnaire was tested by computing factors analysis. The study used Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis was used, and twelve (12) factors were extracted as shown in Appendix III. Those twelve factors explained 85.829% of the total variation. Factor 1 contributed the highest variation of 25.163%. The contributions decrease as one move from factor one to the other up to factor 12. The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization as shown in Appendix IV.

The results allowed the study to identify what variables fall under each of the 12 major extracted factors. Each of the 85 items were looked at and placed to one of the 12 factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to factor to which it explains more variation than any other factor. From the findings, the individual variables constituting the 12 factors extracted were summarized. Since all the items had eigen values greater than one and were categorized in each of the 12 factors extracted, the questionnaire was valid and was used for further data collection.

Table 4.2: Eigenvalues

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.389	25.163	25.163	21.389	25.163	25.163
2	7.799	9.175	34.338	7.799	9.175	34.338
3	7.523	8.851	43.189	7.523	8.851	43.189
4	6.734	7.922	51.111	6.734	7.922	51.111
5	6.598	7.763	58.874	6.598	7.763	58.874
6	4.874	5.734	64.608	4.874	5.734	64.608
7	4.353	5.121	69.729	4.353	5.121	69.729
8	3.470	4.083	73.811	3.470	4.083	73.811
9	3.051	3.590	77.401	3.051	3.590	77.401
10	2.655	3.124	80.524	2.655	3.124	80.524
11	2.316	2.724	83.249	2.316	2.724	83.249
12	2.193	2.580	85.829	2.193	2.580	85.829
13	1.931	2.271	88.100			
14	1.785	2.100	90.201			
15	1.641	1.931	92.132			
16	1.363	1.604	93.735			
17	1.225	1.441	95.176			
18	1.026	1.207	96.383			
19	.907	1.067	97.450			
20	.724	.852	98.302			
21	.632	.743	99.045			
22	.460	.541	99.586			
23	.352	.414	100.000			
24	1.552E-015	1.826E-015	100.000			
85	-1.731E-015	-2.036E-015	100.000			

Extraction Method: Principal Component Analysis.

The findings of factor analysis show that factor loadings/communalities of predictors constructs were ranging between 0.498 and 0.881. These findings showed that factor loadings were above the threshold of 0.33 adopted by the study which therefore implied that all the constructs were significant in explaining the variables they measured.

Table 4.3: Factor Loading for Construct Validity

Variable	No. of Items	Lowest factors loading	Highest factors loading	Comment
Work Environment	15	0.571	0.909	All items were accepted
Career Progression	15	0.456	0.865	All items were accepted
Competence Level	15	0.574	0.828	All items were accepted
Organization Culture	15	0.460	0.822	All items were accepted
Transformational Leadership	15	0.498	0.881	All items were accepted
Employee Performance	10	0.502	0.802	All items were accepted

4.3.2 Reliability of the Instrument

Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures internal consistency. Cooper and Schindler (2018) stated that the alpha coefficient value that is acceptable is 0.7 and above. Findings in Table 4.4 shows that work environment had an alpha value of 0.792, career progression had alpha value of 0.786, competence level had an alpha of 0.792, organization culture had Cronbach alpha of 0.835, transformational leadership style had alpha value of 0.728, and employee performance had a value of 0.812. The findings show that all the variables had alpha values greater than 0.70. This shows that all the questions met the reliability criteria ($\alpha > 0.70$).

Table 4.4: Reliability Analysis

Variable	Cronbach's Alpha	Number of items	Test
Work Environment	0.792	15	Reliable
Career Progression	0.786	15	Reliable
Competence Level	0.792	15	Reliable
Organization Culture	0.835	15	Reliable
Transformational Leadership	0.728	15	Reliable
Employee Performance	0.812	10	Reliable

4.4 Demographic Information

The study sought to determine the distribution of the respondents selected for the study based on their demographic information.

4.4.1 Gender of Respondents

The study sought to determine the distribution of study respondents based on their gender. The aim was to check whether the study was gender biased or not. Table 4.5 presents the findings obtained. Based on the findings, 59.7% of management level employees at the ministry of education in Kenya were male while 40.3% were female. Based on these findings, it is evident that the ministry of education in Kenya is not gender biased when selecting management level employees. Also, the study was not gender bias since respondents of both genders were included in the study.

The gender distribution of respondents also affects the culture in the organization. This agrees with a theory by Hofstede cited in Chan et al, (2016) where culture is placed in the 6-dimensional spaces. One of the dimensions is masculinity which explains the role of gender distributions, which could be a very crucial character in a culture. Masculine and feminine are the extreme sides where some of the attributes of masculinity are assertive or competitive while feminine attributes are caring and have moderate values.

Table 4.5: Gender of Respondents

Gender	Frequency	Percent
Female	87	40.3
Male	128	59.7
Total	215	100

4.4.2 Age of Respondents

The study sought to establish the age distribution of the selected respondents. This aimed at establishing whether there was age diversity among employees. Table 4.6 presents the findings obtained. From the findings, 37.9% of the respondents were

aged 30-40 years, 28.8% were aged below 30 years, 14.9% were aged 41-50 years, 10.3% were aged 51-60 years, and 8.1% were aged above 60 years. Based on these findings, there is age diversity among management level employees at the ministry of education in Kenya. Age diversity plays an important role in enhancing group cohesion as explained by Redmond (2016). Based on the collectivist side, individuals integrate to strong groups with strong cohesion.

Table 4.6: Age of Respondents

Age bracket	Frequency	Percent
Below 30	62	28.8
30-40 years	81	37.9
41-50 years	32	14.9
51-60 years	22	10.3
Above 60 years	17	8.1
Total	215	100

4.4.3 Work Experience of the Respondents

The study sought to establish the work experience of the study respondents. The findings helped determined how informed the respondents were about the variables under study. Table 4.7 presents the findings. Based on the findings, 43.1% of the respondents had working experience of below 10 years, 29.3% had experience of 10-20 years, 19% had 21-30 years' experience and 8.6% had experience of above 30 years. Based on these findings, the selected respondents had different years of experience.

Most (43.1%) of the respondents had experience of below 10 years. The respondents had worked at the ministry of education in Kenya for quite some time and were therefore in a position to provide needed information on predictors of employee performance in their organization. This agrees with Dola (2015) that in 10 years it is assumed that employees experience change of hands in the management due to the assumption that within 10 years managers have adequate experience.

Table 4.7: Work Experience of the Respondents

Work Experience	Frequency	Percent
Below 10	93	43.1
10-20 years	63	29.3
21-30 years	41	19
Above 30 years	18	8.6
Total	215	100

4.4.4 Highest Level of Education of the Respondents

The study sought to determine the level of education among the selected respondents. This aim was to find out whether educational qualifications are considered when selecting employees of ministry of education in Kenya. Table 4.8 presents the findings obtained. The results shows that 48.6% of the respondents had bachelor's degree, 26.4% had master's degree, 15.3% had college diploma, 9.7% had a PhD degree. Based on these findings the selected respondents had different levels of education.

All the respondents had attained some level of high education; this implies that the ministry of education considers the level of education of its employees. The selected respondents were in a position to understand the questionnaire and provide the required information. The findings agree with Iranzo, *et al* (2016) that common intermediaries are accomplishments in education; they are formal skills derived from education and affect work performance. Level of education influences the employee productivity hence it is important to have different specialists in a company. Those staff members with competency are the main contributors in any firm.

Table 4.8: Highest Level of Education of the Respondents

Level of Education	Frequency	Percent
College Diploma	33	15.3
Bachelor's Degree	104	48.6
Master's Degree	57	26.4
PhD	21	9.7
Total	215	100

4.5 Descriptive Statistics

In this section, the study presents findings mainly on a Likert Scale questions for each variable. The respondents were asked to give the level to which they agreed or disagreed with statements on each variable; they used a 5-point Likert scale. The results provided were analyzed and the findings interpreted using frequencies, means and standard deviation values. Descriptive analysis enables the study to assess the responses on various statement used to measure the study variables. Means show where the responses are concentrated while standard deviation indicates the variation of the response from the mean score.

4.5.1 Work Environment

Respondents gave their level of agreement with the following statements about the effect of work environment on employee performance at the Ministry of Education in Kenya. Findings in Table 4.9, indicate that all the standard deviation (SD) values were less than two an indication that the responses did not differ. On teamwork, 158 (73.5%) respondents agreed that team trust facilitates the achievement of harmony by reducing conflict (M=3.988, SD=1.182); 151(70.2%) that in their organization teamwork help employee to enhance their performance (M=3.902, SD=1.235); and 150(69.8%) that team trust generates the behavioral basis of teamwork which results in organizational synergy and better performance (M=3.738, SD=1.168).

These findings show that through teamwork, performance is enhanced and when team members trust each other there is no conflict among them thus creating synergy. These findings agree with Kimeu (2015) that employee performance could be improved by fostering teamwork in the organization and therefore the need to encourage employees to work as a team that could be further strengthened through team building activities.

On tools and equipment, 167(77.7%) respondents agreed that the working tools are easy to use (M=3.909, SD=1.359); 157(73%) agreed that the working tools are designed in such a way that they are safe for use (M=3.850, SD=1.220) and 171(79.5%) that all the tools they need for work are always available (M=3.836,

SD=1.313). These findings show that there is availability of tools in the organization, and they are easy and safe to use. The findings agree with findings of Ahmad (2017) that staff members' performance is positively influenced by their physical work conditions. The work atmosphere impacted the capacity of an individual to perform their tasks while also complying with the performance targets.

Regarding workplace safety, 170(79.1%) respondents agreed that necessary security measures have been taken in the building which they work (M=3.994, SD=1.343); 178(82.8%) that their workplace is well ventilated hence they are comfortable working in the organization (M=3.836, SD=1.220) and 157(73%) that the environment in which they work is sufficiently formal clean and orderly in general (M=3.836, SD=1.426). These findings suggest that security, cleanliness, and comfort are some important aspects of workplace that employee's treasure. The findings agree with the findings of (Nduku, & *et al*, 2015) which demonstrated that physical conditions had the most effects on the performance of staff; work-related wellbeing and security had the moderate measure of constructive outcome on performance of staff.

Respondents also gave other ways in which work environment affects their performance. Through work environment, the job can be structured in a manner that is creative and therefore employees end up loving their work. When employees love what they do, their chance of quitting becomes low. Physical components like the layout and comfort of the office affects the level of employee performance.

When working in a much-modernized work environment, great stylistic theme, and all around organized and with well-organized interior ensures employees are propelled in the right direction. Perception greatly affects employee performance outcome, on the other hand, work environment affects employee perception. It is therefore important to ensure that the work environment has positive influence on employee perception which will in turn enhance their performance.

Table 4.9: Work Environment and Employee Performance

Statements	1	2	3	4	5	Mean	Std. Dev.
Teamwork							
In this organization teamwork helps management employees to enhance their performance	3.3%	3.3%	6.5%	73.5%	13%	3.902	1.235
Team trust generates the behavioral basis of teamwork which results in organizational synergy and better performance	6.5%	3.3%	9.8%	70.2%	9.8%	3.738	1.168
Team trust facilitates the achievement of harmony by avoiding conflict	4.7%	1.4%	4.7%	69.8%	20%	3.988	1.182
Tools and Equipment							
All the tools I need for work are always available	3.3%	3.3%	7.9%	77.7%	7.9%	3.836	1.313
The working tools are designed in such a way that they are safe for use	4.7%	1.4%	9.8%	63%	11.2%	3.850	1.220
The working tools are easy to use	3.3%	4.7%	1.4%	79.5%	11.2%	3.909	1.359
Workplace safety							
My workplace is well ventilated hence am comfortable working in this organization	4.7%	1.4%	10.7%	73%	10.7%	3.836	1.220
The environment in which I work is sufficiently formal clean and orderly in general.	3.3%	3.3%	5.1%	82.8%	5.1%	3.836	1.426
Necessary security measures have been taken in the building which I work.	1.9%	1.9%	1.9%	79.1%	13%	3.994	1.343

4.5.2 Career Progression

Respondents were asked to indicate their level of agreement with the following statements about the effect of career progression on employee performance at the Ministry of Education in Kenya. Results in Table 4.10 show that the standard deviation for each of the statement was small (<2) and therefore, the responses did not differ. The findings specifically showed that on career guidance 148(68.8%) of respondents agreed the management recognizes employees' interests/goals and is willing to meet employees' interests ($M=3.975$, $SD=1.169$); 158(73.5%) that developing staff for future positions in an organization is a human resource policy ($M=3.902$, $SD=1.235$); and 151(70.2%) that the management has adopted formal discussions about career progression among its employees ($M=3.764$, $SD=1.168$). The findings agree with (Antonnette, 2016) that career development holds and propels individuals through the career development process; workers are helped with

defining practical objectives and to build up the required aptitudes and capacities for target positions.

On training, the findings showed that 170(79.1%) respondents agreed that outdoor training helps employees to interact with new individuals hence they are able to gain new skills (M=3.902, SD1.345); 155(72.1%) that the management provide regular training on all cadres of staff to enhance their engagement (M=3.836, SD=1.207); and 165(76.7%) that the organization provides training opportunities for the employees (M=3.830, SD=1.300). These findings agree with those of Kakui and Gachunga (2016) that work training influenced the way workers performed by improving their competencies, motivating their outcome, lowering the levels of intimidation, provision of further skills and staff members that are ready and willing to network.

Regarding career mentoring, the findings showed 160(74.4%) respondents agreed that the organization provides career mentoring to its employee (M=3.961, SD=1.149); 158(73.5%) agreed that career mentoring improves employees' skills and knowledge (M=3.836, SD=1.234) and 148(68.8%) that career mentoring help employees to take on more challenging roles and responsibilities (M=3.803, SD=1.248). These findings show that the ministry of education offers its employees with career mentoring opportunities which has helped improve its employees' skills and knowledge and thus be in a better position to execute challenging roles. These findings agree with those of Kakui and Gachunga (2016) that career mentoring impacts the way staff members performed.

Respondents also gave other ways in which career progression affect employee performance. When employees are assured that their progression can help them secure a position that arises in their organization then they become motivated and advance their skills and in the process their performance improves. Also, through career development, an employee is in a better position to define their practical objectives and to build up the required aptitudes and capacities for target positions. In addition, training of new skills provides an opportunity for professionalism in the firm, increased income, and chances of being employed. When the organization

offers training to its employees, it leads to improvement in employee level of satisfaction, inspiration and therefore increases productivity. Training also helps employees to feel fulfilled with their duties and in return improve their performance. The findings agree with Khan *et al* (2020) who indicated that the ability of staff members to perform their work is increased through education and training and it also betters their perspective on proficiency and adequacy in performing their duties.

Table 4.10: Career Progression and Employee Performance

Statements	1	2	3	4	5	Mean	Std. Dev.
Career guidance							
Developing staff for future positions in an organization is a human resource policy.	3.30 %	3.30%	6.50%	73.50%	13%	3.902	1.235
The management has adopted formal discussions about career progression among its employees	6%	3.30%	9.80%	70.20%	10.7 0%	3.764	1.168
The management recognizes employees' interests/goals and is willing to meet employees' interests	10.7 0%	1.90%	4.70%	68.80%	20%	3.975	1.169
Training							
The organization provides training opportunities for the employees	3.30 %	3.30%	8.40%	76.70%	7.90 %	3.83	1.3
The management provide regular training on all cadres of staff to enhance their engagement	4.70 %	1.90%	9.80%	72.10%	11.2 0%	3.836	1.207
Outdoor training helps employees to interact with new individuals hence can gain new skills	3.30 %	4.70%	1.90%	79.10%	11.2 0%	3.902	1.345
Career mentoring							
The organization provides career mentoring to its employee	1.40 %	4.70%	7.90%	68.80%	17.2 0%	3.961	1.149
Career mentoring improves employees' skills and knowledge	4.70 %	3.30%	7.40%	73.50%	11.2 0%	3.836	1.234
Career mentoring help employees to take on more challenging roles and responsibilities	4.70 %	4.70%	6.50%	74.40%	9.80 %	3.803	1.248

4.5.3 Competence Level

Respondents indicated their level of agreement with the following statements about the effect competence level on employee performance at the Ministry of Education in Kenya. Results in Table 4.11 show that all the standard deviation values for each of the statement were small, an indication that the responses did not differ. The findings also show that the mean values were greater than 3.5 but less than 4.5 an indication that the respondents agreed with the findings. Specifically, the findings show that on knowledge 161(74.9%) of respondents agreed that in the organization only qualified

personnel are employed ($M=3.948$, $SD=1.263$); 168(78.1%) that knowledgeable employees in an organization are the main resource for realizing a competitive advantage ($M=3.863$, $SD=1.326$); and 157(73%) that in their organization employee knowledge improves their work efficiency ($M=3.836$, $SD=1.220$). The findings agree with Berman (2010) who assessed competency of a person and established that they are significant in predicting the way an employee performs and succeeds. In his study, competency was determined by the knowledge level of the individual employee.

Regarding technical skills, 184(85.6%) respondents agreed that employee's skills define an employee character, self-concept, internal motivation, and capacity of contextual knowledge ($M=3.994$, $SD=1.476$); 184(85.6%) that employees skills assist them to be stable when faced with a situation in the workplace ($M=3.961$, $SD=1.476$); and 188(87.4%) that employees skills promote synergy in the organization ($M=3.856$, $SD=1.525$). The findings concur with those of Smith and Mackie (2000) that success is commonly attributed to skill; majority of the people have the tendency of reacting to a situation based on what they think was the cause and the skills they possess.

Regarding soft skills, 170(79.1%) respondents agreed that employees could solve problems among themselves ($M=3.994$, $SD=1.343$); 178(82.8%) that employees communication and listening skills help them to perform their tasks effectively ($M=3.836$, $SD=1.426$); and 179(83.3%) that employees maintain good working relationships in the organization ($M=3.830$, $SD=1.441$). These findings agree with the findings of Rotundo and Sackett (2017) that training that is effective helps employees acquire skill and competences that reduces time spent in solving problems and in the long run it helps save money through production of employees that are better.

Respondents also gave other ways in which competence level affects employee performance. Managerial competencies are crucial towards the improvement of employee performance; when managerial competence is updated and in line with the objectives of the organization, then it will positively influence employee

performance. Training can also enhance the competence of the employee; this in turn allows the individual to apply knowledge, abilities, and their personal character, and skills in performing a particular task or a particular role successfully. Also, competency allows the employee to perform their duties efficiently and the work runs smoothly, and the expected results are achieved. This agrees with Wright and Nishii (2017) that the productivity of a company cannot be attained by land, buildings, or materials but the ‘people capital’ responsible for running a business and helps to produce value for the available resources; the main source through which a company can attain their competitive advantage is through their workers.

Table 4.11: Competence Level and Employee Performance

Statements	1	2	3	4	5	Mean	Std. Dev.
Knowledge							
In our organization only qualified personnel are employed	2.8%	2.8%	6%	74.9%	14%	3.948	1.263
Knowledgeable employees in an organization are the main resource for acquiring competitive advantage	2.8%	2.8%	8.4%	78.1%	7.9%	3.863	1.326
In our organization employee knowledge improves their work efficiency	4.7%	1.4%	10.7%	73%	10.7%	3.836	1.220
Technical skills							
Employee's skills assist them to be stable when faced with a situation in the workplace	1.4%	2.8%	2.8%	85.6%	7.9%	3.961	1.476
Employee's skills promote synergy in the organization	2.8%	4.7%	1.4%	87.4%	4.2%	3.856	1.525
Employees' skills define an employee character, self-concept, internal motivation, and capacity of contextual knowledge	1.4%	1.9%	1.9%	85.6%	9.3%	3.994	1.476
Soft skills							
Employee's communication and listening skills help them to perform their tasks effectively	3.3%	3.3%	5.1%	82.8%	5.1%	3.836	1.426
Employees are able to solve problems among themselves	1.9%	1.9%	3.7%	79.1%	13%	3.994	1.343
Employees maintain good working relationships in the organization	3.7%	1.9%	13%	83.3%	4.7%	3.830	1.441

4.5.4 Organization Culture

Respondents gave their level of agreement with the following statements about the effect of organization culture on employee performance at the Ministry of Education in Kenya. Results in Table 4.12 show that all the standard deviation values for each statement were less than 2 an indication that all the responses did not differ. The findings also showed that the respondents agreed with the statements since the mean values were between 3.5 and 4.45.

Specifically, 174(80.9%) respondents agreed on shared values that organization's shared values guide employee's activities (M=3.856, SD=1.384); 162(75.3%) that shared values give clear processes, instructions, and procedures to employees

(M=3.751, SD=1.277); and 160(74.4%) that shared values ensure clear instructions are provided to staff concerning their duties and tasks (M=3.714, SD=1.251). The findings agree with those of Ogbonna (2017) who argued that the values that are shared vastly and are strongly held help management in predicting the reaction of workers and when the values are reduced the outcome may not be a desirable one.

Regarding creativity, 161(74.9%) respondents agreed that employees creativity makes them more efficient (M=3.915, SD=1.267); 168(78.1%) that employees are encouraged to contribute ideas and participate in problem-solving (M=3.803, SD=1.331); and 167(77.7%) that employees devise new ways of doing their activities (M=3.699, SD=1.331). The findings concur with Janssen & Yperen (2014) that the most influential thing is the need to have a job that is creative and is highly satisfying; this can only be achieved by boosting creativity of workers. This makes sure that the business maintains their competitive advantage and improves innovativeness of the company.

On customer relations, 184(85.6%) respondents agreed that customer relations help the organization to understand customer preferences (M=3.961, SD=1.476); 170(79.1%) customer relations help the organization to deal with customer complaints (M=3.935, SD=1.341); and 188(87.4%) that customer relations are essential for achieving customer satisfaction (M=3.889, SD=1.522). The findings agree with Ekpenyong and Ekpenyong (2016) that companies that support culture have a tendency of experiencing great performance and improved satisfaction levels; this kind of culture motivates workers to be innovative and support teamwork as well as socialization.

Respondents also gave other ways in which the organization culture affects employee performance. Shared norms and values in an organization affect the performance level of employees which in return affects organizations performance. Also, a strong culture allows employees to develop their skills and therefore get motivated towards the attainment of the objectives of the company; which in-turn shapes the behavior of the staff members and directs it towards operational and purposeful strategies.

Shared values by the management of the organization also determines employee's reaction, it can positively or negatively influence their performance.

Table 4.12: Organization Culture and Employee Performance

Statements	1	2	3	4	5	Mean	Std. Dev.
Shared values							
Shared values ensure clear instructions are provided to staff concerning their duties and tasks.	5.6%	5.6%	7%	74.4%	7%	3.714	1.251
Shared values give clear processes, instructions, and procedures to employees	4.7%	7.4%	4.7%	75.3%	7.9%	3.751	1.277
Organization shared values guide employee's activities	2.8%	6%	2.8%	80.9%	7.9%	3.856	1.384
Creativity							
Employees devise new ways of doing their activities	1.9%	5.1%	14.4%	77.7%	0.9%	3.699	1.331
Employee creativity makes them more efficient	2.8%	6%	2.8%	74.9%	14%	3.915	1.267
Employees are encouraged to contribute ideas and participate in problem-solving	2.8%	8.4%	2.8%	78.1%	7.9%	3.803	1.331
Customer relations							
Customer relations helps the organization to deal with customers complaints	2.8%	2.8%	4.7%	79.1%	11.2%	3.935	1.341
Customer relations helps the organization to understand customer preferences	1.4%	2.8%	2.8%	85.6%	7.9%	3.961	1.476
Customer relations are essential for achieving customer satisfaction.	2.8%	1.4%	4.7%	87.4%	4.2%	3.889	1.522

4.5.5 Transformational Leadership Style

Respondents gave their level of agreement with the following statements about the effect of transformational leadership style on employee performance at the Ministry of Education in Kenya. The findings in Table 4.13 show that the respondents agreed with the different statements on transformational leadership since the mean values range between 3.50 and 4.45. The findings also show that the standard deviation values were less than two an indication that they were small and therefore the responses did not differ.

The findings specifically show that 184(85.6%) respondents agreed on individualized consideration that organization leaders listen to the concerns and needs of the employees (M=3.968, SD=1.477); 204(94.9%) that organization leaders support employees in developing and demonstrating their key skills and behaviors (M=3.942, SD=1.676); and 179(83.3%) that leaders in the organization role models high standards for quality performance (M=3.790, SD=1.445). The findings agree with those of (Jiddah *et al*, 2016) that project managers pay close attention to transformational leadership style, to cultivate organizational citizenship behavior, and thereby to eventually improve and sustain employee's performance.

On inspirational motivation, 158(73.5%) respondents were in agreement that the leaders encourage employees to be optimistic about the future and to invest in their own abilities (M=3.869, SD=1.239); 148(68.8%) that the leaders encourage employees to work together as a team to achieve set goals (M=3.777, SD=1.146); and 151(70.2%) that the leaders encourage employees to put more effort in their tasks (M=3.698, SD=1.173). The findings agree with Musa *et al*, (2018) that sound and viable leadership with individual consideration at heart, encourages innovation, and creativity, and it was recommended that management should adopt fully the transformational leadership role with leadership qualities such as role modeling, perseverance, empathy, pragmatism, visionary, innovative, coaching, stimulating, and valuing employees to enhance staff performance.

On idealized influence, the study found that 158(73.5%) respondents agreed that the leaders provide a clear vision for the employees (M=3.869, SD=1.239); 165(76.7%) the leaders act as role models by ensuring that they are professional (M=3.777, SD=1.304); and 155(72.1%) that the leaders give employees a sense of belonging which drive them to achieve set goals (M=3.757, SD=1.214). The study findings concur with those of Fiedler *et al* , (2016) that leadership is a key determinant of employee performance and employee engagement; proactive personality strengthens the effect of leadership on identification and engagement.

Respondents gave other ways in which leadership practices affect employee performance. They explained that through the strength of their vision and

personality, leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Also, the style of leadership affects how workers interact with one another in an organization.

Table 4.13: Transformational Leadership on Employee Performance

Statements	1	2	3	4	5	Mean	Std. Dev.
Individualized consideration							
Leaders in the organization role models high standards for quality performance	3.7%	6%	1.9%	82.8%	4.7%	3.790	1.445
Organization leaders listen to the concerns and needs of the employees	1.4%	3.3%	1.4%	85.6%	8.8%	3.968	1.477
Organization leaders support employees in developing and demonstrating their key skills and behaviors	1.4%	1.9%	0%	94.9%	1.9%	3.942	1.676
Inspirational motivation							
The leaders encourage employees to work together as a team to achieve set goals	4.7%	10.7%	4.7%	68.8%	13%	3.777	1.146
The leaders encourage employees to be optimistic about the future and to invest in their own abilities	3.3%	6.5%	3.3%	73.5%	13%	3.869	1.239
The leaders encourage employees to invest more effort in their tasks	6%	9.8%	3.3%	70.2%	10.7%	3.698	1.173
Idealized influence							
The leaders provide a clear vision for the employees	3.3%	6.5%	3.3%	73.5%	13%	3.869	1.239
The leaders act as role models by ensuring that they are professional	3.3%	18	3.3%	76.7%	7.9%	3.777	1.304
The leaders give employees a sense of belonging which drive them to achieve set goals	4.7%	9.8%	1.9%	72.1%	11.2%	3.757	1.214

4.5.6 Employee Performance

Respondents gave their level of agreement with the following statements about employee performance. Results in Table 4.14 show that all the mean values were above 3.5 but less than 4.45; suggesting that the respondents agreed with the different statements on employee performance. The findings also show that the

responses provided did not differ because the standard deviation values were less than two. Specifically, the findings show that on service delivery, 155(72.1%) respondents agreed that their work environment helps to improve efficiency (M=3.797, SD=1.220); 167(77.7%) that career progression improves their efficiency (M=3.790, SD=1.318); and 160(74.4%) that employee creativity improves their efficiency (M=3.784, SD=1.250). These findings show that efficiency of employees can be increased by ensuring that their work environment encourage creativity, providing career progression opportunities and ensuring there is creativity. The findings concur with (Christian, Bradley, Wallace, & Burke, 2016) that organizations will upgrade their efficiency by improving the structure of their working environment.

Regarding timely delivery, 158(73.5%) respondents agreed that employees are self-motivated to achieve set goals (M=3.869, SD=1.239); 148(68.8%) that employees achieve their set target at the required time (M=3.784, SD=1.145); and 151(70.2%) that employee competence level help to improve delivery of services (M=3.672, SD=1.174). These findings show that employees at ministry of education are self-motivated which ensures that they complete their tasks at the required time.

Also, their competence determines the services they deliver; high competency means improved service delivery. The findings agree with Wright and Nishii (2017) that the level of the performance of staff are related with competence i.e. the ability to perform their duties competently and the work runs smoothly, and the expected results are achieved. They added that the main source through which a company can attain their competitive advantage is through their workers.

On work quality, 158(73.5%) respondents agreed that employees work quality has improved (M=3.869, SD=1.239); 167(77.7%) that employees ensure that quality services are provided to customers (M=3.790, SD=1.318); and 157(73%) that their organization culture emphasize on work quality (M=3.764, SD=1.229). These findings show that the ministry of education had organizational culture that emphasizes on work quality, and this ensures that customers receive quality services. These findings agree with (Christian, Bradley, Wallace & Burke, 2016) that

organizations can upgrade their efficiency and quality by improving the structure of their working environment.

Respondents also gave other factors that affect employee performance. They explained that job fit affects their performance. When they are assigned tasks that they are skilled and have knowledge about, their attitude will be positive and therefore their performance will be improved. When they are assigned the wrong job, the results will suffer. Goals and expectations also affect their performance. When the targets and expectations are clearly understood then it becomes easy for the employees to work towards them. Also, morale in the organization can determine their level of performance, when there is poor morale identified through frequent complaints and whining, then people become reluctant in coming to work.

Table 4.14: Employee Performance

Statements	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
Service Delivery							
Employees creativity improves their efficiency	4.7	6.5	4.7	74.4	9.8	3.784	1.250
Career progression improves their efficiency	3.3	7.9	3.3	77.7	7.9	3.790	1.318
Our work environment helps to improve efficiency	4.7	9.8	0.0	72.1	13.0	3.797	1.220
Timely delivery							
Employees achieve their set target at the required time	4.7	7.9	5.1	68.8	13.0	3.784	1.145
Employees are self-motivated to achieve set goals	3.3	6.5	3.3	73.5	13.0	3.869	1.239
Employee competence level help to improve delivery of services	6.5	9.8	3.3	70.2	9.8	3.672	1.174
Work quality							
Employees work quality has improved	3.3	6.5	3.3	73.5	13.0	3.869	1.239
Employees ensure that quality services are provided to customers	3.3	7.9	3.3	77.7	7.9	3.790	1.318
Our organization culture emphasizes on work quality	4.7	9.8	1.4	73.0	11.2	3.764	1.229

4.6 Diagnostic Tests

Before computing regression analysis, the study tested whether the data met the assumptions for regression analysis. The assumptions that were tested were the test of normality, linear regression, autocorrelation, no or little multicollinearity, and homoscedasticity'. These assumptions were checked to ensure the data was adequate in quality and quantity characteristics before it is subjected to statistical modeling.

4.6.1 Test for Normality

This study used Shapiro Wilk test to determine if the variables follow a normal distribution (Cooper & Schindler, 2016). The Shapiro Wilk test is that the population follows a normal distribution if the p-value is less than the selected alpha (0.05). From the findings in Table 4.8, the results of the analysis show that employee performance had p-value=0.127>0.05; work environment had p-value=0.607>0.05; career progression had p-value=0.988>0.05; and competence level had p-value=0.565>0.05; organizational culture had p-value=0.665>0.05. Since the p-values are greater than 0.05 it can be concluded that all the variables were normally distributed and hence the data meets the regression analysis assumption of normality of data.

Table 4.15: Tests of Normality

	Shapiro-Wilk			Test
	Statistic	df	Sig.	
Employee Performance	.579	214	.127	Normal
Work Environment	.968	214	.607	Normal
Career Progression	.988	214	.988	Normal
Competence Level	.966	214	.565	Normal
Organization Culture	.970	214	.665	Normal

4.6.2 Linearity Test

Linearity means that two variables, "x" and "y," are related by a mathematical equation "y = cx," where "c" is a constant number. The importance of testing for linearity lies in the fact that many statistical methods require an assumption of linearity of data. This occurs when data is sampled from a population that relates the

variables of interest in a linear fashion. This means that before using common methods like linear regression, tests for linearity must be performed (Grant *et al*, 2018).

Linearity test was conducted for the variables. SPSS, statistical software tool through scatter graph graphical method was used to observe with ease the possibility of the data arriving from a linear population. The scatter graph in figure 4.5 show that the data used was linear.

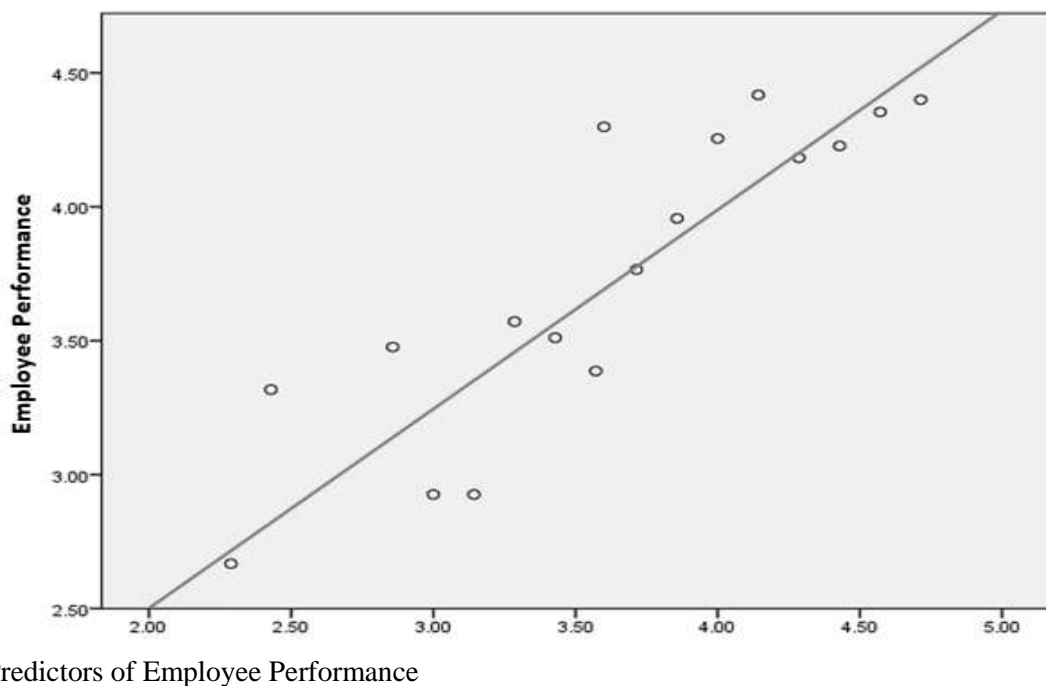


Figure 4.1: Linearity Scatter Plots

4.6.3 Multicollinearity

Multicollinearity occurs when the independent variables are correlated with other independent variables. Prediction of a variable can be done accurately by the other variable (Bryman, 2016). In this study, Tolerance and VIF values were used in testing multicollinearity. The tolerance provides measures of the effect caused by a single independent variable on other independent variables. Tolerance is; $T = 1 - R^2$. If the value of T is less than 0.01 and VIF values of more than 10 suggest that multicollinearity is present. From the findings presented in Table 4.16, the VIF

values for all the variables was less than 10, and T values were greater than 0.01 a clear indication that there was no multicollinearity between the study variables. The variables were found to lack high correlations among themselves; therefore, multiple regression analysis can be conducted.

Table 4.16: Multicollinearity Test Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
Work Environment	.726	1.378
Career Progression	.653	1.531
Competence Level	.471	2.124
Organization Culture	.452	2.212
Transformational Leadership	.634	1.578

4.6.4 Heteroscedasticity

This study used the Breuch-Pagan / Cook-Weisberg test was used to test for Heteroscedasticity. The null hypothesis for this test is that the variances of error terms are equal (Kothari, 2019). If “Prob > Chi-squared” is greater than 0.05 it suggests existence of homoscedasticity (Saunders *et al*, 2009). The findings presented in 4.17 shows Chi -squared = 1.3457 has p-value P (0. 3241) greater than 0.05. This suggests insignificance and therefore we accept the null hypothesis that the error terms are equal and therefore shows lack of heteroscedasticity and presence of homoscedasticity is assumed. This implies that the data has met the heteroscedasticity assumption and is therefore suitable for multiple regression analysis.

Table 4.17: Breusch-Pagan / Cook-Weisberg test for Heteroscedasticity

Ho: Constant variance			
Statistics	Df	Stat value	p-value
Chi-squared	214	1.3457	0.3241

4.7 Inferential Statistics

Various statistical tests were carried out to check on the relationships that existed between the independent variables and the dependent variable while taking cognizant of the moderating variable. The independent variables included work environment, career progression, competence level and organizational culture, while the moderating variable was transformational leadership style. The dependent variable was employee performance.

4.7.1 Correlation Analysis

Correlation analysis was used to test the strength and the direction of the relationship between the dependent (employee performance) and the independent variables (work environment, career progression, competence level, and organization culture). Also, correlation analysis was used to show whether there was any relationship between the independent variables; thus, determined whether there was any multicollinearity. Table 4.18 presents the findings obtained.

The association was considered to be: small if $\pm 0.1 < r < \pm 0.29$; medium if $\pm 0.3 < r < \pm 0.49$; and strong if $r > \pm 0.5$. The findings show that work environment has a strong positive relationship with employee performance ($r=0.848$, $p=0.000$). Since the p-value (0.000) was less than the selected level of significance (0.05), the relationship between the two variables was significant. Therefore, it can be said that work environment has some influence on employee performance. The relationship was positive suggesting a direct relationship, increasing i=one variable will result to the increase in the other. This agrees with Christian, Bradley, Wallace, and Burke (2016) that organizations can upgrade their efficiency by improving working environment structure.

Career progression is also seen to have a positive significant relationship with employee performance ($r=0.755$, $p=0.000$). Since the p-value (0.05) is less than the selected level of significance (0.05), the relationship was significant. Therefore, the career progression can significantly influence employee performance. Since the relationship is positive, it implies the increase in career progression will result to an

increase in employee performance. This concurs with Salleh, Yaakub and Dzulkifli, (2016) that for a firm to attain and maintain competitive advantage the company should have staff members that are productive, and they should be exposed to career development initiatives that could hone their skills.

Further, competence level and employee performance are seen to have a strong, positive, and significant relationship ($r=0.843$, $p=0.000$). The relationship was significant since the p-value obtained (0.000) was less than the selected level of significance. The variables had direct relationship meaning an increase in competence level would result to an increase in employee performance. Therefore, the competence levels of employees can be used to determine their level of performance. The findings agree with those of Winarno and Perdana (2015) that competence and motivation significantly and positively affected performance.

Finally, organization culture is seen to have a strong positive and significant relationship with employee performance ($r=0.868$, $p=0.000$). Since the p-value is less than 0.05, the relationship between the two variables is significant. The relationship was further seen to be positive meaning the variables have direct relationship, meaning an increase in organization culture will result to an increase in employee performance. The culture in an organization can therefore be used to determine the level of its employee performance. The findings agree with Paschal and Nizam (2016) that common ritual activities of a company greatly and positively affect performance of staff.

These findings show that work environment, career progression, competence level, and organization culture have significant influence on employee performance at the ministry of education in Kenya. To further understand the level of influence these variables have on employee performance, the study computed regression analysis.

Table 4.18: Correlation Analysis

Variables		Employee Performance	Work Environment	Career Progression	Competence Level	Organization Culture
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	215				
Work Environment	Pearson Correlation	.848**	1			
	Sig. (2-tailed)	.000				
	N	215	215			
Career Progression	Pearson Correlation	.755**	.153	1		
	Sig. (2-tailed)	.000	.125			
	N	215	215	215		
Competence Level	Pearson Correlation	.843**	.273	.183	1	
	Sig. (2-tailed)	.000	.078	.098		
	N	215	215	215	215	
Organization Culture	Pearson Correlation	.868**	.168	.204	.167	1
	Sig. (2-tailed)	.000	.789	.201	.137	
	N	215	215	215	215	215

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

4.7.2 Linear Regression - Model Summary, ANOVA and Hypotheses Testing

Linear regression was carried out to determine how each independent variable influenced the dependent variable. Specifically, the magnitude of the association was checked through regression analysis. ANOVA test was carried out to determine the level of significance of the association (T- tests) of the fitted models as well as the goodness of fit (F – tests)of the models(Cohen & West, 2003). The ANOVA analysis was used to test the study hypotheses and the results are presented below. The study data was discrete. If the F- statistic is less than F-critical then we reject the null hypothesis and accept the alternative and vice versa (Mugenda & Mugenda, 2003; Cooper & Schindler, 2011). The level of significance of 0.05 was used in the test of hypotheses.

i. Work Environment and Employee Performance

Linear Regression

The first hypothesis of the study was H_{01} work environment has no significant effect on employee performance at the ministry of education in Kenya. To test this hypothesis, the study regressed work environment with employee performance. Table 4.18 presents the findings obtained. From the findings presented in Table 4.19, the value of adjusted R^2 was 0.699 which implies that 69.9% of variations in employee performance at the ministry of education in Kenya can be attributed to changes in work environment. The remaining 30.1% variations in employee performance can be attributed to other aspects other than work environment. The findings also show that work environment and employee performance are strongly and positively related as indicated by a correlation coefficient (R) value of 0.848. The study finding concurs with Ahmad (2017) that the way staff members perform is highly dependent on physical conditions of work area, coaching and development and communication strategies.

Table 4.19: Model Summary for Work Environment and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.699	.11148

a. Predictors: (Constant), Work Environment

Analysis of Variance

F-values are used to determine the significance of group of variables. From the ANOVA findings, the p-value obtained was 0.00 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (17.593) is greater than the F-critical value ($F_{1,213}=3.885$). Since the f-statistic value is greater than the f-critical value it shows that the model demonstrates goodness of fit and can be used to predict employee performance at the ministry of education in Kenya.

Table 4.20: ANOVA for Work Environment on Employee Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	0.211	1	0.211	17.593	.000 ^b
1 Residual	2.556	213	0.012		
Total	2.767	214			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment

Beta Coefficients

From the equation below, when work environment is held to a constant zero, employee performance at the ministry of education in Kenya will be at a constant value of 1.507. The findings also show that a unit improvement in work environment will lead to a 0.506 unit increase in employee performance at the ministry of education in Kenya. The findings also show that the t-statistic (5.010) has a p-value (0.00) which is less than the selected level of significance (0.05). Therefore, reject the null hypothesis (H_{01}), and accept the alternative hypothesis (H_{A1}) and conclude that work environment has a positive significant effect on employee performance at the ministry of education in Kenya. The findings concur with the findings of Kakui and Gachunga (2016) that work training influenced the way workers performed by improving their competencies, motivating their outcome, lowering the levels of intimidation, provision of further skills and staff members that are ready and willing to network.

Table 4.21: Coefficients for Work Environment and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.507	0.108		13.954	.000
1 Work Environment	0.506	0.101	0.848	5.010	.000

a. Dependent Variable: Employee Performance

From the coefficients table, the following model was fitted;

$$Y = 1.507 + 0.506 X_1 + e$$

i. Career Progression and Employee Performance

Linear Regression

The second hypothesis of the study was **H₀₂** Career progression has no significant effect on employee performance at the ministry of education in Kenya. To test this hypothesis, the study regressed career progression with employee performance. Table 4.22 presents the findings obtained. The findings in table 4.23 show that the value of adjusted R^2 was 0.568. This implies that 56.8% of variations in employee performance at the ministry of education in Kenya can be attributed to changes in career progression. The remaining 43.2% variations in employee performance can be attributed to other aspects other than career progression. The study finding concurs with Pradhan *et al.*, (2017) that for a firm to attain and maintain competitive advantage the company should have staff members that are productive, and they should be exposed to opportunities to develop their career hence be able to improve and cultivate their skills.

Table 4.22: Model Summary for Career Progression and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.570	.568	.23019

a. Predictors: (Constant), Career Progression

Analysis of Variance

From the ANOVA findings, the p-value obtained was 0.00 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (22.011) is greater than the F-critical value ($F_{1,213}=3.885$). Since the f-statistic value is greater than the f-critical value it shows that the model is reliable and shows goodness of fit. Career progression can be used to predict employee performance at the ministry of education in Kenya.

Table 4.23: ANOVA for Career Progression on Employee Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.167	1	1.167	22.011	.000 ^b
1 Residual	11.289	213	0.053		
Total	12.456	214			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Progression

Beta Coefficients

From the equation below, when career progression is held to a constant zero, employee performance at the ministry of education in Kenya will be at a constant value of 1.707. The findings also show that a unit improvement in career progression will lead to a 0.707 unit increase in employee performance at the ministry of education in Kenya. The findings also show that the t-statistic (4.979) has a p-value (0.00) which is less than the selected level of significance (0.05). Therefore, reject the null hypothesis (H_0) and accept the second alternative hypothesis (H_{A2}). The conclusion is that career progression has a positive significant effect on employee performance at the ministry of education in Kenya. The findings concur with the findings of Napitupulu, *et al.*, (2017) that vocation advancement has positive direct impact on apparent association support, inspiration, and successful duty.

Table 4.24: Coefficients for Career Progression on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.745	0.193		9.041	.000
1 Career Progression	0.707	0.142	0.755	4.979	.000

a. Dependent Variable: Employee Performance

From the coefficients table, the following model was fitted;

$$Y = 1.745 + 0.707 X_2 + e$$

iii. Competence Level and Employee Performance

Linear Regression

The third research hypothesis was H_{03} competence level has no significant effect on employee performance at the ministry of education in Kenya. This hypothesis was tested by regressing competence level with employee performance and the findings were as presented in Table 4.25. From the findings in Table 4.26, the value of adjusted R^2 was 0.688. This implies that 68.8% of variations in employee performance at the ministry of education in Kenya can be attributed to changes in competence level. The remaining 31.2% variation in employee performance can be attributed to other aspects other than competence level. The study finding concurs with Mwithi (2016) that leadership competency positively and significantly relates with the performance of state corporations in Kenya.

Table 4.25: Model Summary for Competence Level on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.711	.688	.11695

a. Predictors: (Constant), Competence Level

Analysis of Variance

From the ANOVA findings, the p-value obtained was 0.000 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (17.769) is greater than the F-critical value ($F_{1,213}=3.885$). Since the f-statistic value is greater than the f-critical value it shows that the model is reliable and had goodness of fit. It was concluded that competence level can be used to predict employee performance at the ministry of education in Kenya.

Table 4.26: ANOVA for Competence Level on Employee Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	0.249	1	0.249	17.769	.000 ^b
Residual	2.982	213	0.014		
Total	3.231	214			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competence Level

Beta Coefficients

From the equation below, when competence level is held to a constant zero, employee performance at the ministry of education in Kenya will be at a constant value of 1.154. The findings also show that a unit improvement in competence level will lead to a 0.545 unit increase in employee performance at the ministry of education in Kenya. The findings also show that the t-statistic (4.360) has a p-value (0.000) which is less than the selected level of significance (0.05). Therefore, we reject the null hypothesis (H_{03}) and accept the third alternative hypothesis (H_{A3}) and conclude that competence level has a positive significant effect on employee performance at the ministry of education in Kenya. The findings concur with the findings of Winarno and Perdana (2015) that competence and motivation significantly and positively affected performance.

Table 4.27: Coefficients for Competence Level on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.154	0.109		10.587	.000
1 Competence Level	0.545	0.125	0.843	4.360	.000

a. Dependent Variable: Employee Performance

From the coefficients table, the following model was fitted;

$$Y = 1.154 + 0.545 X_3 + e$$

iv. Organizational Culture and Employee Performance

Linear Regression

The fourth hypothesis of the study was **H₀₄** Organization culture has no significant effect on employee performance at the ministry of education in Kenya. This hypothesis was tested by regressing organizational culture with employee performance. Table 4.28 presents the findings obtained. From the findings presented in Table 4.29, the value of adjusted R² was 0.719 which implies that 71.6% of variations in employee performance at the ministry of education in Kenya can be attributed to changes in organizational culture. The remaining 28.4% variations in employee performance can be attributed to other aspects other than organizational culture. The study finding concurs with Paschal and Nizam (2016) that culture of a firm has a significant impact on performance of staff; common and regular activities of a company greatly and positively affect performance of staff.

Table 4.5: Model Summary for Organizational Culture on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.753	.716	.08836

a. Predictors: (Constant), Organization Culture

Analysis of Variance

From the ANOVA findings, the p-value obtained was 0.000 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (16.494) is greater than the F-critical value ($F_{1,213}=3.885$). Since the f-statistic value is greater than the f-critical value it shows that the model is reliable and shows goodness of fit. It can be concluded organizational culture can be used to predict employee performance at the ministry of education in Kenya.

Table 4.29: ANOVA for Organizational Culture on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.132	1	0.132	16.494	.000 ^b
1 Residual	1.704	213	0.008		
Total	1.836	214			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Organization Culture

Beta Coefficients

From the equation below, when organizational culture is held to a constant zero, employee performance at the ministry of education in Kenya will be at a constant value of 1.256. The findings also show that a unit improvement in organizational culture will lead to a 0.567 unit increase in employee performance at the ministry of education in Kenya. The findings also show that the t-statistic (4.930) has a p-value (0.00) which is less than the selected level of significance (0.05). Therefore, we reject the null hypothesis (**H₀₄**) and accept the fourth alternative hypothesis (**H_{A4}**) and conclude that organization culture has a positive significant effect on employee performance at the ministry of education in Kenya. The findings concur with the findings of Rasool, Arfeen, Mothi, and Aslam (2015) that culture of the firm significantly and positively affected performance of workers.

Table 4.30: Coefficients for Organizational Culture and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	1 (Constant)	1.256	0.149		
Organization Culture	0.567	0.115	0.868	4.930	.000

a. Dependent Variable: Employee Performance

From the coefficients table, the following model was fitted;

$$Y = 1.256 + 0.567 X_4 + e$$

iv. Moderating Effect of Transformational Leadership Style on Predictors of Employee Performance

Multiple Regression

The fifth hypothesis of the study was H_{05} Transformational Leadership Style has no significant effect on the relationship between predictors and employee performance at the ministry of education in Kenya. To test this hypothesis, the study introduced transformational leadership as the moderating variable. Each independent variable (work environment, career progression, competence level, and organization culture) was moderated by transformational leadership style and the moderated variables regressed. For the moderating effect, the model used was $Y = \beta_0 + M (\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4)$ Where M = transformational leadership style (moderating variable).

In Table 4.31, the model summary findings show that the value of adjusted R square was 0.762 which suggests that 76.2% variation in employee performance at the ministry of education in Kenya can be explained by changes in unmoderated work environment, career progression, competence level, and organization culture. Comparing these findings between the moderated and the unmoderated models, it can be seen that the value of adjusted R square increased when moderating variable (transformational leadership style) was introduced; that is from 0.762 to 0.799. These suggests that introduction of moderating variable increased the amount of variation to 79.90% in employee performance at the ministry of education in Kenya that could be explained by the moderated variables.

Table 4.6: Multiple Regression Moderated & Unmoderated Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1-Unmoderated	.873 ^a	.762	.754	.08185
2-Moderated	.894*	.799	.787	.12613

a. Predictors: (Constant), Organization Culture, Career Progression , Work Environment, Competence Level, Organization Culture*Transformational Leadership, Career Progression*Transformational Leadership, Competence Level*Transformational Leadership, Work Environment*Transformational Leadership

Analysis of Variance

From the ANOVA table, the model was significant since the p-value (0.000) was less than 0.05 thus the model is statistically significance in establishing the effects of moderated work environment, career progression, competence level, and organization culture on employee performance. Further, the F-statistic (35.705) was greater than the F-critical ($F_{8,206}=1.984$) suggesting that the moderated variables can be used to predict employee performance at the ministry of education in Kenya. Therefore, transformational leadership was a significant moderating variable. The findings concur with Riyanto *et al* (2017) that leadership is a key determinant of employee performance and employee engagement and that transformational leadership behaviors are positively influenced employee performance.

Table 4.32: Moderated ANOVA for Overall Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.797	4	0.449	26.423	.000 ^b
	Residual	3.570	210	0.017		
	Total	5.367	214			
2	Regression	4.568	8	0.571	35.705	.000 ^c
	Residual	3.296	206	0.016		
	Total	7.864	214			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organization Culture, Career Progression, Work Environment, Competence Level

c. Predictors: (Constant), Organization Culture, Career Progression, Work Environment, Competence Level, Organization Culture*Transformational Leadership, Career Progression*Transformational Leadership, Competence Level*Transformational Leadership, Work Environment*Transformational Leadership

Beta Coefficients - Moderated

From the findings, it can also be seen that work environment*transformational leadership has a positive influence on employee performance at the ministry of education in Kenya ($\beta = 0.308$). The influence was significant since the p-value obtained ($P = 0.002$) was less than the selected level of significance (0.05). Therefore, introduction of transformational leadership as moderating variable for work environment explains 0.308 units of employee performance compared to 0.245

explained when the variable is not moderated (model 1). Therefore, transformational leadership has a positive influence on the relationship between work environment and employee performance at the ministry of education in Kenya. Therefore, we accept the alternative hypothesis that: transformational leadership has positive significant effect on the relationship between work environment and employee performance at the ministry of education in Kenya.

The findings also show that career progression*transformational leadership has a positive influence on employee performance at the ministry of education in Kenya ($\beta = 0.265$). The influence was significant since the p-value obtained ($P = 0.036$) was less than the selected level of significance (0.05). Therefore, introduction of transformational leadership as moderating variable on career progression explains 0.265 units of employee performance compared to 0.195 explained when the variable is not moderated (model 1). Therefore, transformational leadership has a positive influence on the relationship between career progression and employee performance at the ministry of education in Kenya. Thus, we accept the alternative hypothesis: Transformational leadership has positive significant effect on the relationship between career progression and employee performance at the ministry of education in Kenya.

Regarding competence levels, the findings show that when the variable is moderated (competence levels*transformational leadership) it has a positive influence on employee performance at the ministry of education in Kenya ($\beta = 0.401$). The influence was significant since the p-value obtained ($P = 0.00$) was less than the selected level of significance (0.05). Therefore, introduction of transformational leadership as moderating variable on competence levels explains 0.401 units of employee performance compared to 0.328 explained when the variable is not moderated (model 1).

Therefore, transformational leadership has a positive influence on the relationship between competence levels and employee performance at the ministry of education in Kenya. Thus, we accept the alternative hypothesis: Transformational leadership

has positive significant effect on the relationship between competence levels and employee performance at the ministry of education in Kenya.

Finally on organization culture, the findings show that moderated variable (organization culture*transformational leadership) has a positive influence on employee performance at the ministry of education in Kenya ($\beta = 0.571$). The influence was significant since the p-value obtained ($P = 0.00$) was less than the selected level of significance (0.05). Therefore, introduction of transformational leadership as moderating variable on organization culture explains 0.571 units of employee performance compared to 0.539 explained when the variable is not moderated (model 1).

Therefore, transformational leadership has a positive influence on the relationship between organization culture and employee performance at the ministry of education in Kenya. Thus, we accept the alternative hypothesis: Transformational leadership has positive significant effect on the relationship between organization culture and employee performance at the ministry of education in Kenya.

Table 4.33: Moderated Coefficients for Overall Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.484	.153		9.699	.000
	Work Environment	.245	.075	.256	3.242	.001
	Career Progression	.195	.036	.208	5.475	.000
	Competence Level	.328	.105	.296	3.118	.002
	Organization Culture	.539	.071	.601	7.619	.000
2	(Constant)	0.854	0.189		4.519	0.004
	Work Environment * Leadership	0.308	0.066	0.226	4.667	0.002
	Career Progression * Leadership	0.265	0.083	0.057	3.193	0.036
	Competence Level * Leadership	0.401	0.074	0.947	5.419	0.000
	Organization Culture * T. Leadership	0.571	0.079	0.397	7.228	0.000

a. Dependent Variable: Employee Performance

$$Y = 0.854 + 0.308 X_1 * M + 0.265 X_2 * M + 0.401 X_3 * M + 0.571 X_4 * M$$

4.9 Optimal Model

The Optimal Multivariate Regression Model was as shown. The revised conceptual framework consisted of the variables that had significant influence on employees' performance. The arrangement starts with the variable that was found out to have the most significant influence on employees' performance and ended with the variable that was found to have the least influence on employees' performance. Results of the new conceptual framework are presented in Figure 4.1

$$Y = 1.484 + 0.245X_1 + 0.195X_2 + 0.328X_3 + .539X_4 + \varepsilon$$

Where;

Y = Performance

X_1 = Work Environment

X_2 = Career progression

X_3 = Competence level

X_4 = Organization Culture

ε = Error Term

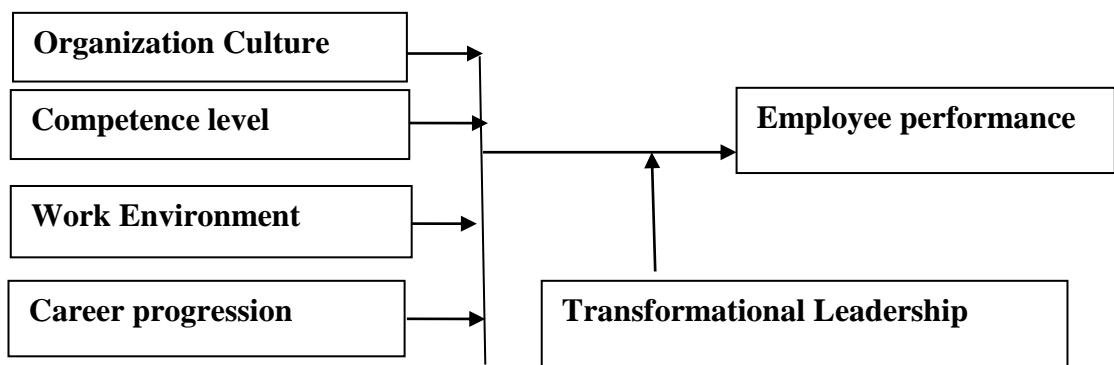


Figure 4.2: Optimal Model

Table 4.34: Summary of the Hypotheses

	Hypotheses	Criterion	P-value	Decision
1	H_{A1} Work environment has a positive significant effect on employee performance at the ministry of education in Kenya	0.506	0.000	Accept H_{A1}
2	H_{A2} Career progression has a positive significant effect on employee performance at the ministry of education in Kenya	0.707	0.000	Accept H_{A2}
3	H_{A3} Competence level has a positive significant effect on employee performance at the ministry of education in Kenya	0.545	.000	Accept H_{A3}
4	H_{A4} Organization culture has a positive significant effect on employee performance at the ministry of education in Kenya	0.567	.000	Accept H_{A4}
5	H_{A5} Transformational leadership has positive significant effect on the relationship predictors of employee performance at the ministry of education in Kenya	X1*M=0.308 X2*M 0.265 X3*M 0.401 X4*M 0.571	0.002 0.036 0.000 0.000	Accept H_{A5}

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, a summary of key findings, conclusions drawn from the findings highlighted and recommendations made are presented. The conclusions and recommendations drawn were focused on addressing the objectives of the study. The study presented the summary, conclusion and recommendations based on the specific objectives. The study further provided the contribution of the study to body of knowledge and areas of further research.

5.2 Summary

In this section, the study presents a summary of findings based on the specific objectives of the study. The specific objectives were: to establish the effect of work environment on employee performance at the ministry of education in Kenya; to assess the effect of career progression on employee performance at the ministry of education in Kenya; to determine the effect of competence level on employee performance at the ministry of education in Kenya; to establish the effect of organization culture on employee performance at the ministry of education in Kenya; and to assess the moderating effect of transformational leadership style on the relationship between predictors and employee performance at the ministry of education in Kenya.

5.2.1 Work Environment and Employee Performance

The study found that work environment had significant relationship with employee performance with $r = 0.848$. The study further found that the influence was significant since $p = 0.000$ which was less than the conventional 0.005 level of significance for this study, and that the variable could significantly predict employee performance ($R^2 = 69.6\%$). From the regression findings, the study established that a unit increase in work environment resulted to a 0.506 increase in performance of

employees. Also, when the variable was moderated with transformational leadership, the model was still significant and it explained more variation in employee performance, suggesting that it was positively moderated.

The study also found that teamwork facilitates the achievement of harmony by avoiding conflict; that in ministry of education teamwork help employee to enhance their performance and that team trust generates the behavioral basis of teamwork which results in organizational synergy and better performance. Employee performance could be improved by fostering teamwork in the organization and therefore the need for employees to be encouraged to work as a team and through team building activities.

On tools and equipment, the study found that the working tools are easy to use; that the working tools are designed in such a way that they are safe for use and that all the tools they need for work are always available. Staff members' performance is positively influenced by their physical work conditions. The work atmosphere impacted the capacity of an individual to perform their tasks while also complying with the performance targets. Regarding workplace safety, the study found that necessary security measures have been put in the building which they work; that their workplace is well ventilated hence they are comfortable working in the organization and that the environment in which they work is sufficiently formal, clean, and orderly in general. Physical conditions have the best effects on the performance of staff; work-related wellbeing and security had the moderate measure of constructive outcome on employee performance.

There are other factors relating with work environment that were found to affects employee performance. Through work environment, the job can be structured in a manner that is creative and therefore employees fall in love with their work. When an employee loves what they do, then the chances of the quitting are low. Physical components like the layout and comfort of the office affects the level of employee performance. When working in a much-modernized work environment, great stylistic theme, and all around organized and with well-organized interior employees were propelled to put their best efforts into their tasks. Perception greatly affects employee

performance outcome, on the other hand, work environment affects employee perception. It is therefore important to ensure that the work environment has positive influence on employee perception which will in turn enhance their performance.

5.2.2 Career Progression and Employee Performance

Career progression was found to have a positive significant relationship with employee performance ($r = 0.755$). The findings further showed that the relationship between those two variables was significant since $p = 0.000$ which was less than the conventional 0.05 level of significance for this study. A unit increase in career progression of employees resulted to a 0.707 increase in employee performance. Regression findings showed that career progression was a significant predictor of employee performance at $R^2 = 56.8\%$.

On career guidance, the study established that the management recognizes employees' interests/goals and is willing to meet employees' interests; that developing staff for future positions in an organization is a human resource policy; and that the management has adopted formal discussions about career progression among its employees. Career development holds and propels individuals through the career development process; workers are helped with defining practical objectives and to build up the required aptitudes and capacities for target positions.

On training, it was found that outdoor training helps employees to interact with new individuals hence they can gain new skills; that the management provides regular training on all cadres of staff to enhance their engagement; and that the organization provides training opportunities for the employees. Work training influences the way workers performed by improving their competencies, motivating their outcome, lowering the levels of intimidation, and staff members that are ready and willing to network. The study also found out on career mentoring that the ministry of education provides career mentoring to its employees; career mentoring improves employees' skills and knowledge, and that career mentoring helps employees to take on more challenging roles and responsibilities. Career mentoring impacts the way staff members perform.

There were also other ways in which career progression affected employee performance. When employees are assured that their progression can help them secure a position that arises in their organization then they become motivated and advance their skills and in the process their performance improves. Also, through career development, an employee is in a better position to define their practical objectives and to build up the required aptitudes and capacities for target positions. In addition, training of new skills provides an opportunity for professionalism in the firm, increased income, and chances of being employed. When the organization offers training to its employees, it leads to improvement in employee level of satisfaction, inspiration, and therefore increasing productivity. Training also helps employees to feel fulfilled with their duties and in return improve their performance.

5.2.3 Competence Level and Employee Performance

From the correlation analysis findings, the study established that competence levels and employee performance had direct significant relationship at $r = 0.843$. The ANOVA findings also showed that the model was significant and therefore competence level was a significant predictor of employee performance at $R^2 = 68.6\%$ and $p = 0.000$ which was less than the conventional 0.05 level of significance for this study. The beta coefficients showed that a unit increase in competence level resulted to a 0.545 increase in employee performance. Therefore, competence level was found to have positive significant influence on employee performance.

The study found out that on knowledge in ministry of education, only qualified personnel are employed; knowledgeable employees in an organization are the main resource for acquiring competitive advantage; and that in their organization employee knowledge improves their work efficiency. Regarding technical skills, the study found that employee's skills define an employee character, self-concept, internal motivation, and capacity of contextual knowledge; that employees' skills assist them to be stable when faced with a situation in the workplace; and that employees skills promote synergy in the organization.

Success is commonly attributed to skill; majority of the people have the tendency of reacting to a situation based on what they think was the cause and the skills they

possess. Regarding soft skills, it was established that employees are able to solve problems among themselves; that employees communication and listening skills help them to perform their tasks effectively; and those employees maintain good working relationships in the organization. Effective training helps employees acquire skill and competences that reduce time spent in solving problems and in the long run it helps save money through production of productive employees.

There were other ways in which competence level affected employee performance. Managerial competencies are crucial towards the improvement of employee performance; when managerial competence is updated and in line with the objectives of the organization, then it will positively influence employee performance. Training can also enhance the competences of the employees; this in turn allows the individual to apply knowledge, abilities, and their personal character, skills in performing a particular task or a particular role successfully. Also, competency allows the employee to perform their duties competently, the work runs efficiently, and the expected results are achieved.

5.2.4 Organization Culture and Employee Performance

Organization culture was found to have a strong positive relationship with employee performance at $r = 0.868$. Also, the study found that organization culture is a significant predictor of employee performance at $R^2 = 71.6\%$ and $p = 0.000$ which was less than the conventional 0.05 level of significance for this study. From the coefficients findings, the study found that a unit increase in organizational culture would result to a 0.567 increase in employee performance. Therefore, the study established that organizational culture has a positive significant influence on employee performance.

The study found out on shared values that organization's shared values guide employee's activities; that shared values give clear processes, instructions, and procedures to employees; and those shared values ensure clear instructions are provided to staff concerning their duties and tasks. Values that are shared vastly and are strongly held help management in predicting the reaction of workers and when the values are reduced the outcome may not be a desirable one. Regarding creativity,

the study found out that employee's creativity makes them more efficient; those employees are encouraged to contribute ideas and participate in problem-solving; and those employees devise new ways of carrying out their activities.

On customer relations, it was found out that customer relations help the organization to understand customer preferences; customer relations help the organization to deal with customer complaints and that customer relations are essential for achieving customer satisfaction. Companies that support culture have a tendency of experiencing great performance and improved satisfaction levels; this kind of culture motivates workers to be innovative and support teamwork as well as socialization.

There were also other ways in which organization culture affected employee performance. Shared norms and values in an organization affect the performance level of employees which in return affects organizations performance. Also, a strong culture allows employees to develop their skills and therefore get motivated towards the attainment of the objectives of the company; which in-turn shapes the behavior of the staff members and directs it towards operational and purposeful strategies. Shared values by the management of the organization also determines employee's reaction, it can positively or negatively influence their performance.

5.2.5 Moderating Effect of Transformational Leadership Style on the Predictors of Employee Performance

The study found that transformational leadership style was a significant moderating variable. The study established that it significantly moderated the variables organization culture, career progression, work environment, and competence level. The moderated variables explained a greater percentage at $R^2 = 79.9\%$ of change in employee performance unlike the un-moderated variables at $R^2 = 76.2\%$ and therefore it was considered to be a positive moderating variable since the $p = 0.000$ was greater than the conventional 0.05 level of significance for this study. Therefore, the study established that transformational leadership positively and significantly moderates the relationship between between predictors and employee performance at the ministry of education in Kenya

The study found out on individualized consideration that organization leaders listen to the concerns and needs of the employees; that organization leaders support employees in developing and demonstrating their key skills and behaviors and that leaders in the organization role models high standards for quality performance. Project managers pay close attention to transformational leadership, to cultivate organizational citizenship behavior, and thereby to eventually improve employee's sustainable performance. On inspirational motivation, it was found that the leaders encourage employees to be optimistic about the future and to invest in their own abilities; that the leaders encourage employees to work together as a team to achieve set goals; and that the leaders encourages employees to invest more effort in their tasks.

On idealized influence, the study found out that the leaders provide a clear vision for the employees; the leaders act as role models by ensuring that they are professional; and that the leaders give employees a sense of belonging which enable them to achieve set goals. Leadership is a key determinant of employee performance and employee engagement; proactive personality strengthens the effect of leadership on identification and engagement of employees towards organizational productivity.

Transformational leadership also allows leaders to collaborate with employees on tasks and thus develop new ways of performing them. Transformational leaders can inspire followers to change expectations, perceptions, and motivations to work towards common goals. Regarding engagement/involvement, the study found that leaders listen to their employees' complaints and suggestions; employees in the organization are involved in problem solving; and that employees in the organization participate in decision making. The best way to attain the goals of the company is to ensure the participation of workers in the decision-making process; managers need to focus on factors significantly affecting performance of workers if they are serious about improving the way the firm performs. Through the strength of their (leaders) vision and personality, leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Also, the style of leadership affects how workers interact with one another in an organization.

5.3 Conclusion

This section is a discussion on the study conclusions made from the study findings. The conclusions were made based on the specific objectives of the study. The study main objectives aimed at establishing the influence of work environment, career progression, competence level, organisational culture, and the moderating effect of transformational leadership style on employee performance.

5.3.1 Work Environment and Employee Performance

This study provided evidence that work environment positively increased employee performance. This study, therefore, conclude that work environment that reinforces the aspects of teamwork, provide the necessary tools and equipment, and offer workplace safety. These increase the service delivery in terms of the timely delivery and work quality. The study further concludes that employees working in an environment which provides all the necessary factors and inputs to ensure they work optimally are more satisfied and engaged in this job. This enables them to pursue their targets and goals which results to overall employee performance and organisational performance. Therefore, streamlining work environment remain a top priority for any organisational seeking to boost the level of employee performance.

5.3.2 Career Progression and Employee Performance

The study further established that career progression accounted to large variation in employee performance. Accordingly, the study concluded that career guidance, training and career mentoring are among the top career progression aspects that significantly contributed to delivery of quality and timely services by employees. The study further concludes that human beings also seek for growth; therefore, they are always willing to go the extra mile in jobs that offer them that opportunity to advance their careers. Training specifically builds the employees knowledge base making them more competent at their tasks which is reflected in their performance output. Similarly, career guidance and mentoring ensure that employees from the beginning understand their careers and opportunity that lay ahead which increase career salience and performance. The study finally concludes organisations that offer

career progression to employees always get the best out of the employees, hence increasing their performance.

5.3.3 Competence Level and Employee Performance

The study also showed that the influence of competence level on employee performance was positive. The study concludes that knowledge, technical skills, and soft skills are some of the that most critical competencies among employees that enhance their service delivery in any organisational setup. Different jobs require specific qualifications and competence level of employees to improve their impact, efficiency, and effectiveness. Employees must therefore be recruited in job position that they qualify for to increase their performance. The study also concludes that job-fit must be reinforced in any organisation that seek to increase the employee's performance.

5.3.4 Organization Culture and Employee Performance

The study concludes that organisation culture is one of the most critical human resource factors that enhance employee performance. A top performing employee joining an organisation with a poor organisation culture, a culture that is not results oriented is likely to underperform compared to an average employee joining an organisation that reinforces shared values, creativity and customer relations as demonstrated by the study. Organisations communicates to employees what is acceptable within tolerable levels. Organisations must always reinforce policies, structures, values, and behaviour to increase performance.

5.3.5 Transformational Leadership Style on the Relationship between Predictors and Employee Performance

The study found out that transformational leadership style significantly moderated the relationship between work environment, career progression, competence levels, organization culture and employee performance. The study concluded that social learning initiatives reflect the leadership within an organisation. It is the leadership within the organisation that is responsible for providing a friendly work environment,

career progression, build employees competence and further cultivate an enabling organisation culture which are critical ingredients for high employee performance. The study concludes that an organisation leadership that support employees by creating a supportive environment determines how employees utilize organisation resources and their own resources to increase their performance. It is therefore imperative that organisational leadership should recognize their own contribution to employees' performance and take necessary action to play their part.

5.3.6 Contribution of the Study to body of Knowledge

This study contributed to the body of knowledge in two ways; first it developed a model for predicting employees performance based on their work environment, competence level, organisation culture, and career progression. The study established that work environment competence level, organisation culture, and career progression accounted for 76.2% of the variation in employee performance. The model can be adopted to predict employee's performance in other similar contexts given the same variables. Second, the study expounded on the utility of existing theories such as Attribution Theory, expectancy theory, Abraham Maslow's Hierarchy of Needs, Durkheim's Theory of Culture, Hofstede's dimensional theory and Situational and Contingency Theory by using them to anchor the relationship between work environment, career progression, competence level, organization culture, leadership practices and employee performance at the ministry of education in Kenya.

5.3.7 Contribution of the Study to Methodology

The study contributed to methodology. It adopted the descriptive research design which is used in describing and validating research findings. Hence, this research design is suitable for future studies. The study adopted the positivism philosophy which ensure that the study findings are objective and reliable. Further, it ensures that the findings are not manipulated in anyway by the researcher. Hence, the positivism philosophy approach can be applied in future studies.

5.3.8 Contribution of Study to Practice

The study found that work environment, competence level, organization culture, and career progression have a significant effect on employee performance. This implies that ensuring a safe work environment for employees, having competent employees, ensuring that they understand the organizational culture and supporting employee growth in their career is a predictor of good employee performance in the Ministry of Education.

5.4 Recommendations

This section presents the recommendations made by the study based on the specific objectives of the study. The study provided both recommendations for practice, improvement, and policy foundation. The recommendations are predominantly based on the major findings of the study. Statistical modelling results informed the study conclusions, which then informed the recommendations.

5.4.1 Work Environment

This study makes the following recommendations to the management of any organisation that seeks to improve employee performance. The management should conduct a work environment satisfaction survey to identify aspects of work environment that do not favor employee performance and engineer a positive change. The study further recommended that management of organisations should encourage teamwork activities among employees to build working relationship or a bond among employees to enhance their performance. The study also recommends that organizations enact policies that reinforce teamwork where employees are rewarded for their team spirit to encourage others to emulate the same.

5.4.2 Career Progression

Career progression is among the needs that organisations must be prepared to meet for their employees. This study therefore recommends that the HR department of organisations must set aside a monthly event where employees are mentored and exposed to future opportunities within their profession to quench their needs for

career progression. The study further recommends that in service training should be mandatory for all employees to enhance their competence which in return guarantees career advancement and growth. Organisational policies should also be formulated to ensure that career progression is a must for all employees to improve their level of job satisfaction and engagement which in return improves their performance.

5.4.3 Competence Level

This study recommends that the management of the ministry of education and other organisations through their human resource departments should ensure that professionals employed in every job opportunity meet the minimum requirement in terms competence. This will ensure that efficiency is achieved, and employees are recruited in jobs that are in line with their competencies. The study further recommends that when recruiting employees, they should consider both technical and soft skills since the combination of these skills ensures high performing employees.

5.4.4 Organization Culture

Organisational culture is a critical intangible resource that organisation must invest in to enhance the performance of employees. This study therefore recommends that management of organisations should reinforce on the progressive culture such as shared value, teamwork, relationship management, results oriented approach to improve employee performance. Culture is infectious and is passed on from one employee to another, therefore organisations should work hard to ensure that the culture they have is in line with organisation goals and target and every employee subscribes to that culture. Organisations should further develop institutional policies that reinforce the desired culture.

5.4.5 Transformational Leadership Style

The study recommends that top management in organisations must recognize their role in creating a favorable environment for employees to perform their duties. They should work closely with employees while accepting and acknowledging feedback

from those they lead to improve their own leadership styles. Top management should further organize training specifically for individuals in the leadership positions to equip them with skills to identified by transformational leaders.

5.5 Areas for Further Research

This study was limited to the ministry of education in Nairobi. The study recommends replication of the research study in other offices of the ministry to facilitate generalization of the research findings. The study also recommends similar study to be conducted in other ministries in the country to facilitate comparison of the research findings. The study focused on four factors (work environment, career progression, competence level, and organization culture) which accounted for $R^2=76.2\%$ affecting employee performance; there is need for other studies to be conducted on other factors that affect employee performance like job fit, goals and expectations and morale.

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APPENDICES

Appendix I: Questionnaire

You are kindly requested to respond to the following questions and statements with as much honesty as possible. This aims to generate information around the study area which was predictors of employee performance in the Ministry of Education in Kenya. Your response will be treated with uttermost confidentiality.

Section A: Demographic Data

1. Kindly indicate your department below.....

2. Kindly Tick your gender

Male Female

3. Please Tick your age category (years)

Below 30 30-40

41-50 51-60

Above 60

4. Please tick your work experience in the organization in years

Below 10 11-20

21-30 Above 30

5. Kindly tick your highest level of education

College Diploma Bachelor's Degree

Master's Degree PhD

Section B: Work Environment and Employee Performance

6. Indicate your level of agreement with the following statements about the effect of work environment on employee performance at the Ministry of Education in Kenya. **1= Strongly Disagree, 2 = Disagree, 3= Moderate, 4 = Agree, 5= Strongly Agree**

Statements	1	2	3	4	5
Teamwork					
In this organization teamwork help employee in their daily duties					
Team trust generates the behavioral basis of teamwork which results in organizational synergy.					
Team trust facilitates the achievement of harmony by avoiding conflict					
Tools and Equipment					
All the tools I need for work are always available					
The working tools are designed in such a way that they are safe for use					
The working tools are easy to use					
Workplace safety					
My workplace is well ventilated hence am comfortable working in this organization					
The environment in which I work is sufficiently formal, clean, and orderly in general.					
Necessary security measures have been taken in the building which I work.					

7. How else does work environment affect employee performance?

.....

Section C: Career Progression and Employee Performance

8. Indicate your level of agreement with the following statements about the effect of career progression on employee performance at the Ministry of Education in Kenya. **1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree**

Statements	1	2	3	4	5
Career guidance					
Developing staff for future positions in an organization is a human resource policy.					
The management has adopted formal discussions about career progression among its employees					
The management recognizes employees' interests/goals and is willing to meet employees' interests					
Training					
The organization provides training opportunities for the employees					
The management provide regular training on all cadres of staff to enhance their engagement					
Outdoor training helps employees to interact with new individuals hence they are able to gain new skills					
Career mentoring					
The organization provides career mentoring to its employees					
Career mentoring improves employees' skills and knowledge					
Career mentoring help employees to take on more challenging roles and responsibilities					

9. How else does career progression affect employee performance?

.....
.....
.....

Section D: Competence Level and Employee Performance

10. Indicate your level of agreement with the following statements about the effect competence level on employee performance at the Ministry of Education in Kenya. 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree

Statements	1	2	3	4	5
Knowledge					
In our organization only qualified personnel are employed					
Knowledgeable employees in an organization are the main resource for acquiring competitive advantage					

In our organization employee knowledge improves their work efficiency					
Technical skills					
Employees skills assist them to be stable when faced with a situation in the workplace					
Employees skills promotes synergy in the organization					
Employees skills define an employee character, self-concept, internal motivation, and capacity of contextual knowledge					
Soft skills					
Employees communication and listening skills help them to perform their tasks effectively					
Employees are able to solve problems among themselves					
Employees maintain good working relationships in the organization					

11. How else does competence level affect employee performance?

.....
.....
.....
.....

Section E: Organization Culture and Employee Performance

12. Indicate your level of agreement with the following statements about the effect of organization culture on employee performance at the Ministry of Education in Kenya. 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree

Statements	1	2	3	4	5
Shared values					
Shared values ensure clear instructions are provided to staff concerning their duties and tasks.					
Shared values give clear processes, instructions, and procedures to employees					
Organization shared values guide employee’s activities					
Creativity					
Employees devise new ways of doing their activities					
Employees creativity makes them more efficient					
Employees are encouraged to contribute ideas and participate in problem-solving					
Customer relations					

Customer relations helps the organization to deal with customer complaints					
Customer relations helps the organization to understand customer preferences					
Customer relations are essential for achieving customer satisfaction.					

13. How else does the organizational culture affect employee performance?

.....
.....
.....
.....

Section F: Transformational Leadership Style on Employee Performance

14. Indicate your level of agreement with the following statements about the effect of transformational leadership style on moderating the relationship between predictors and employee performance at the Ministry of Education in Kenya. **1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree**

Statements	1	2	3	4	5
Individualized consideration					
Leaders in the organization role- model high standards for quality performance					
Organization leaders listen to the concerns and needs of the employees					
Organization leaders support employees in developing and demonstrating their key skills and behaviors					
Inspirational motivation					
The leaders encourage employees to work together as a team to achieve set goals					
The leaders encourage employees to be optimistic about the future and to invest in their own abilities					
The leaders encourage employees to invest more effort in their tasks					
Idealized influence					
The leaders provide a clear vision for the employees					
The leaders act as role models by ensuring that they are professional					
The leaders give employees a sense of belonging which enables					

them to achieve set goals					
---------------------------	--	--	--	--	--

15. How else do leadership practices affect employee performance?

.....
.....
.....
...

Section G: Employee Performance

1) Indicate your level of agreement with the following statements about employee performance. **1**= Strongly Disagree, **2** = Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree

Statements	1	2	3	4	5
Employees Efficiency					
Employees creativity improves their efficiency					
Career progression improves their efficiency					
Our work environment helps to improve efficiency					
Task achievement					
Employees achieve their set target at the required time					
Employees are self-motivated to achieve set goals					
Employee competence level helps to improve delivery of services					
Work quality					
Employees work quality has improved					
Employees ensure that quality services are provided to customers					
Our organization culture emphasizes on work quality					

16. Please indicate other factors that affect employee performance.

.....


Thank You


Appendix II: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.389	25.163	25.163	21.389	25.163	25.163
2	7.799	9.175	34.338	7.799	9.175	34.338
3	7.523	8.851	43.189	7.523	8.851	43.189
4	6.734	7.922	51.111	6.734	7.922	51.111
5	6.598	7.763	58.874	6.598	7.763	58.874
6	4.874	5.734	64.608	4.874	5.734	64.608
7	4.353	5.121	69.729	4.353	5.121	69.729
8	3.470	4.083	73.811	3.470	4.083	73.811
9	3.051	3.590	77.401	3.051	3.590	77.401
10	2.655	3.124	80.524	2.655	3.124	80.524
11	2.316	2.724	83.249	2.316	2.724	83.249
12	2.193	2.580	85.829	2.193	2.580	85.829
13	1.931	2.271	88.100			
14	1.785	2.100	90.201			
15	1.641	1.931	92.132			
16	1.363	1.604	93.735			
17	1.225	1.441	95.176			
18	1.026	1.207	96.383			
19	.907	1.067	97.450			
20	.724	.852	98.302			
21	.632	.743	99.045			
22	.460	.541	99.586			
23	.352	.414	100.000			
24	1.552E-015	1.826E-015	100.000			
...						
...						
...						
85	-1.731E-015	-2.036E-015	100.000			


Extraction Method: Principal Component Analysis.

Appendix III: Research Permit


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