

**FACTORS INFLUENCING EMPLOYEE PRODUCTIVITY: A CASE STUDY OF
COUNTY GOVERNMENT OF KAJIADO**

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DECLARATION

Declaration by the Student

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

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Approval

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

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DEDICATION

I dedicate this research project to my family, for the invaluable support, love and encouragement, for persevering with me during my course work and also to my fellow classmates.

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First and foremost, I sincerely thank the Almighty God for his favour throughout the duration of my studies and for giving me the strength to complete it. The completion of this research thesis has been a success throughout the unconditional and close guidance of my supervisor Dr. Abraham Rotich. His constructive criticism, careful guidance and patience enabled me to complete it in time.

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ACRONMYNS AND ABBREVIATIONS

HR	Human Resource
KIPPRA	Kenya Institute of Public Policy and Research and Analysis (KIPPRA)
TWA	Theory of Work Adjustment
USA	United States of America

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DEFINATION OF TERMS

Employee engagement

Employee engagement is the illusive force that motivates employees to higher (or lower) levels of performance (Macey and Schneider, 2010)

Employee Productivity

Productivity can be defined as the transformation of inputs into outputs at the lowest price, and entail of technical issues such as resources, layout and how employees perform in their jobs. Employee productivity is directly affected by the market situations, economic climate, and changes that occur from incentive system given to people (Mwanje, 2010).

Career development

Career Development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future (Armstrong, 2009).

ABSTRACT

The employee engagement dynamics and resultant human capital interventions and outcomes may vary significantly depending on the industry or region of the model. Regardless, one thing is certain: employees and their behavior are at the center of business success (or failure). Ensuring that employees invest discretionary effort in their right behaviors will be critical in delivering the business results needed in conditions of recession, stagnation, or rapid growth (Bockerman&Ilmakunnas, 2012).The objectives of the study was to establish the influence of job design on employee productivity at County Government of Kajiado, to identify the influence of workplace conditions on employee productivity at County Government of Kajiado, to establish the influence of career growth on employee productivity at County Government of Kajiado, and to identify the effect of employee remuneration on employee productivity at County Government of Kajiado. The study aimed at exploring the influence of employee engagement on employee productivity at County Government of Kajiado. The respondents was the official from County Government of Kajiado. The study considered the Theory of Work Adjustment, Hierarchy of Needs Theory, and Krumboltz's Theory. This study adopted a descriptive research design.The Target population in this study was County Government of Kajiado with respondents being 800 employees of County Government of Kajiado. To come up with an appropriate study sample, the study utilized stratified sampling technique where the Government of Kajiado was classified based on level of management. The strata's was the top management, middle management and lower level management. Purposive sampling was then used to pick employees to participate in the study. The study administered structured questionnaires to obtain data from respondents. Prior to administering study instruments, a brief introduction wasmade to the respondents explaining the nature and importance of the study to the respondents during pilot and main study. Data collection was done by the drop and pick method. Pilot study was done on 20 employees from the County Government of Kajiado. The employees were not involved in the final study. The data collected was analyzed using descriptive statistics with the help of SPSS version 21. Data collected was presented using tables. The data was becoded, assigned labels to variables categories and entered into the computer. Factor analysis was conducted.The study concluded that job design, workplace environment, career growth and employee remuneration had a significant positive relationship with employee productivity in county offices. The research found out that employees' productivity will improve is their jobs are well designed. Employees will perform best when their roles and responsibilities are clearly outlines, methods of performing the job stated, and allowing them to work in various departments.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Though different organizations define engagement differently, common themes are prevalent. These themes include employees' satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table. The greater an employee's engagement, the more likely they can "go the extra mile" and deliver excellent on-the-job performance. In addition, engaged employees may be more likely to commit to staying with their current organization. Clearly, engagement and commitment can potentially translate into valuable business results for an organization (Vance, 2014).

The employee engagement dynamics and resultant human capital interventions and outcomes may vary significantly depending on the industry or region of the model. Regardless, one thing is certain: employees and their behavior are at the center of business success (or failure). Ensuring that employees invest discretionary effort in their right behaviors will be critical in delivering the business results needed in conditions of recession, stagnation, or rapid growth (Bockerman&Ilmakunnas, 2012).

Organizations with an inculcated employee engagement philosophy within their work environment naturally become best companies to work for since people are at the heart of the corporate purpose (Gratton, 2000). It is for this reason that organizations spend, or should spend, a considerable amount of time and resources in building the capacity and capability of their

employees. Such investment would then contribute to the overall performance of the organization. Various theories document this claim that motivation is a key driver to the performance of an employee. Both these theories contend that human beings have needs, and the more those needs are satisfied, the better an employee would perform. Training and development, job security, organizational structure and compensation affect such performance (Gratton, 2000).

Employees are an important asset in today's organizations than ever before, and their engagement in decision-making is crucial to employee productivity (Tabarda, 2009). They are the core ingredients of service products because minimal time separates the production of service from its delivery. Providing employees the flexibility, latitude, and ability to meet customer service demands is intuitively appealing. It is not a surprise that more service organizations are embracing employee engagement programs (Enz&Siguaw, 2010). Employee engagement practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavors. A sense of belonging improves if there is a feeling of ownership among employees in the sense of believing management genuinely accepts them (Tabarda, 2009).

Nevertheless, some organizations have year after year made a concerted effort to address employee commitment and engagement issues and as always, successes have varied from organization to organization (Wellins, Bernthal&Phelps, 2005). It takes little persuasion on a theoretical level to convince a business leader, that employees who are more committed or

engaged, work harder and smarter, and will be better for the company than those who turn up and do merely what they are obliged to do (Gallup Research Report, 2003).

A job can be made more meaningful through task identity, task variety, task significance and autonomy. Individual jobs should focus on an entire unit as opposed to just a portion of it (Slocum & Sims, 2000). A task should also require an individual to develop and use a variety of skills and abilities in the performance of the task. A job should have a substantial impact on the welfare of the organization. Recruiting high-caliber staff indicates that a high degree of task significance is attached to the job. Task variety, task identity, task significance, and autonomy are the core dimensions of a job because they relate directly to the attainment of personal satisfaction(Alber, 2007).

Searching for new ways to strengthen employees' productivity and commitment, many organizations have adopted employee career growth(Hartwell et al., 2006). Employee career growth programs were formalized practices designed to improve employees' experiences at work by providing emotional, financial, and instrumental assistance beyond the scope of standard HR pay, benefit, recognition, and training and development programs. These increasingly common programs, ranging from employee assistance programs to work family programs such as child care and elder care, provide employees with various forms of help and aid (Cascio, 2003; Edwards & Rothbard, 2000). Scholars typically assume that employee career growth and support programs cultivate commitment by enabling employees to receive support (Perry-Smith & Blum, 2000).

A well-designed office signals the values and objectives of the organization and the use of design in office interior communicates an organization values and identity. Office design therefore should be one of the factors in affecting employee's productivity. Employee's morale is often interrelated when it comes to productivity in the work environment. Brenner (2004) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment.

1.1.1 Employee Engagement

Employee engagement is the positive attitude held by the employee toward the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization (Robinson, Perryman, and Hayday, 2004). Maslach et al. (2001), view employee engagement as a concept with a sparse and diverse theoretical and empirical demonstrated relevance to the relationship among potential antecedents and consequence of engagement as well as the components of engagement have of engagement have not been rigorously conceptualize, much less studied. Macey and Schneider (2010) state that engagement is the illusive force that motivates employees to higher (or lower) levels of performance. They contend that employee engagement is a desirable condition that has an organization purpose and connotes involvement. It is the commitment passion, enthusiasm, focused effort and energy so that it has both attitudinal and behavioral component.

Employee engagement is a critical ingredient of individual and organizational success. It predicts employee outcomes, organizational success, and financial performance. The impact of engagement (or disengagement) can manifest itself through productivity and organizational

performance, outcomes for customers of the organization, employee retention rates, organizational culture, and advocacy of the organization and its external image (Schaufeli and Bakker 2008).Doherty (2010) states that engagement is about respect going up, down and across a business. It also relates to alignment of HR and management policies to business culture and objectives. Simpson (2009), who is the researcher about engagement in USA hospitals, said employee engagement, is about employee performance (related with nurse performance, patient outcomes and other core healthcare organizational outcomes) at work within organizational performance based.

1.1.2Employee Productivity

Employee Productivity is the log of net sales over total employees - an economic measure of output per unit of input. Employee productivity measures may be examined collectively (across the whole economy) or viewed industry by industry. The dictionary defines ‘productivity’ as the state of producing rewards or results. ‘Productive’ means fruitful, lucrative and profitable. In this context, productivity is synonymous with output (Briner, 2010).In scientific literature, ‘productivity’ is defined as the relationship between output and input; between results or proceeds and sacrifices. If it involves the ratio between output and a specific part of the input, this is referred to as ‘partial productivity’: for example, labor productivity expressed as the amount of production for each labor unit, or the number of labor hours for each product unit (Bernadin, 2008).Companies today are forced to function in a world full of change and under various complications, and it is more important than ever to have the correct employees at the correct job with the right qualification and experience in order to survive the surrounding

competition. The successful and prosperous future of an organization is dependent on its skilled, knowledgeable and well experienced workforce (Bhatti & Nawab, 2011).

1.1.3Kajiado County

Kajiado County is a county in the former Rift Valley Province of Kenya with a population of more than 680,000 and an area of over 21,000 Kilometers. The county borders Nairobi from one end and Tanzania from another. Its capital is Kajiado, but the larger town is Ngong (GoK, 2009). The success of Kajiado County could only be achieved by attracting the right people to the right roles. The unprecedented County growth has been supported by recruitment of high calibre staff at all levels in 2013. The County further increased training and development activities to ensure that it had well-grounded staff to support the growth agenda. Kajiado County remains committed to enabling its employees to be the best they can be in all areas of their professional and personal lives. Kajiado County has always boasted of having a high level of employee engagement and employee commitment.

1.2 Statement of the Problem

Employee engagement, in this study's context, is the sum of commitment an employee has to an organization and its goals and objectives. Engaged employees tend to care more about their work to an organization and puts discretionary effort to realize the organizational goals. Employees engaged in their work and committed to their employers give organizations the essential competitive advantages including high productivity and low turnover. According to Vance (2006), organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment of their workforces. A number of employee management initiatives such as maternity leave, share ownership and flexible working hours

have been introduced in most organizations. However, in spite of organizations initiatives in public sector to improve employee productivity, the level of productivity is still low.

Numerous studies touch on employee productivity and employee engagement in Kenya and beyond. For example, Mutunga (2009) did a research on the factors that contribute to the level of employee engagement in the telecommunication industry in Kenya at Airtel Kenya. The study concluded that several factors contribute to engagement but salary and benefits was the largest contributor. Mwangi (2011) carried out a research on the utilization of emotional intelligence and transformational leadership for employee engagement in public universities in Kenya. The results established that emotional intelligence affects employee engagement significantly through the competencies in self-awareness, social awareness, self-management, and social management. Maluti, Warento, and Shiundu (2011) carried out a study on the impact of employee commitment on retention in state financial corporations in Kenya. The results indicated that there was no significant impact of employee commitment on employee retention.

Given the significant role that employees play in an organization, it is important to identify the relationship between employee engagement and employee productivity in the County Government of Kajiado. The Kenyan public sector according to the Kenya Institute of Public Policy and Research and Analysis (KIPPRA) has been experiencing a downward growth since independence and this has been attributed majorly to poor management, corruption and also poor wages to a great extent; redundancies are a major cause of low performance in the sector as well as incompetent and under qualified work force (KIPPRA, 2014). The County Government of Kajiado has recently adopted various strategies to improve employee productivity. However, none

of the previous researchers had studied employee engagement and employee productivity at County Government of Kajiado. The gap in knowledge necessitated the study. This study therefore sought to identify the factors influencing employee productivity at County Government of Kajiado.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to establish the factors influencing employee productivity at County Government of Kajiado.

1.3.2 Specific Objectives

- i. To establish the influence of job design on employee productivity at County Government of Kajiado
- ii. To identify the influence of workplace conditions on employee productivity at County Government of Kajiado
- iii. To establish the influence of career growth on employee productivity at County Government of Kajiado
- iv. To identify the effect of employee remuneration on employee productivity at County Government of Kajiado

1.4 Research Questions

- i. What is the influence of job design on employee productivity at County Government of Kajiado?

- ii. How does workplace condition influence employee productivity at County Government of Kajiado?
- iii. What is the influence of career growth on employee productivity at County Government of Kajiado County Government of Kajiado?
- iv. What is the effect of employee remuneration on employee productivity at County Government of Kajiado?

1.5 Significance of the Study

The study will aim at establishing employee engagement and commitment at Kajiado County Government of Kajiado and other County Government alike in a bid to finding out the relationship between employee engagement and commitment in large corporate organizations in Kenya. This will enable them respond to employee issues and challenges and strategies to mitigate them.

County Government will be able to understand the challenges of employee engagement and enable them strategize on how to solve engagement and commitment problems to guarantee continued existence in this competitive environment. It will also aid investment in Human resource and Information technology with the aim of improving performance.

The study will be important to the management of the county since the management is responsible for the day-to-day running of the county. The issues identified will affect the actions of managing either positively or negatively. The management of the various companies in existence in Kenya will also use this information when making decisions towards improving the

performance of their companies. Human resources department may use the study findings to understand better the relationship between engagement and commitment.

Additionally, the study is important as a catalyst to explore the area further. This is particularly so because the study is suitable for further research. Results of this study will also facilitate in conducting other studies by providing a base for collecting information. Students and academicians who wish to carry out further research in this area may review the study literature and establish gaps for further studies.

1.6 Scope of the study

The study aimed at exploring the factors influencing employee productivity at County Government of Kajiado. The respondents were the officials from County Government of Kajiado.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is the analysis of the existing knowledge on a particular line of study. It focuses on the existing studies done by other scholars and researchers and provides some basic knowledge of the research topic. This section reviewed literature related to and consistent with the objectives of the study.

2.2 Theoretical Review

Theoretical review refers to putting forward opinions of theories to give good understanding of previous research works and help to identify and analyze important factors and relationships within envisioned situations (Simons, 2009). Different theories dwell on employee engagement.

2.2.1 Theory of Work Adjustment (TWA)

In the Theory of Work Adjustment (TWA) developed by Dawes and Lofquist in the University of Minnesota in 1984, the goal was to provide theoretical framework that will describe or explain the relationship among individuals at work and their work environment. Work is therefore a perceived and conceptualized as an interaction between an individual and a work environment. This work environment requires performance of certain tasks, and the individual brings up the needed skills to perform the tasks. As an exchange relationship (between the individual and the environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to remain and job to continue, the workplace environment and the individual must

continue to meet each other's requirements (Dawes & Lofquist, 1984). The degree to which the requirements of both are met is called correspondence.

This was put in other words by Winter (2009) as the more closely a worker's abilities correspond with the requirements of the role, or the job or the organization, the more likely it is that the worker will perform the job well. The better he performs the job is perceived as satisfactory by the employer. In exchange, the more closely the reinforcements (rewards) of the role or organization correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. Satisfying indicates the work adjustment of the individual with the work environment and of the work environment with the individual.

Work adjustment is the process of achieving and maintaining correspondence (where correspondence is the degree to which individual's needs and environment's needs for the job are both met). On the part of the individual, as in the case of this study, work adjustment may also be categorized as either committed adjustment or non-committed adjustment. Since satisfying indicates adjustment and satisfying comes from the ability of the environment to meet up with individual requirement (in terms of needs or rewards), then satisfying may be seen as a predictor of job commitment. It may therefore follow that if individual workers are unsatisfied with the ability of the environment to meet up (or correspond) with his or her need, he or she is likely to exhibit a low or no job commitment (Winter, 2009).

Empirical studies (such as Danish & Usman, 2010; Odunlade, 2012), have demonstrated that rewards and recognition offer more job satisfaction to employees. However, Dawes (1994) acknowledged that the correspondence between person and environment might not be perfect, perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change (Winter, 2009).

The foregoing has implication for this study. Where employees perceive some factors in workplace environment as unsatisfying, then such environment can become toxic. Hence, for an environment to be perceived as satisfying (conducive), the Person-Environment relationship must be corresponding (the requirement of Person-Environment must be met). Where there is a lack of correspondence means that job commitment may be affected. Since not all organizations, even in the same industry and same line of operations or business, are all the same in structure, culture, vision, mission, etc.; while no individuals are of same character, attitudes and personality; job commitment undoubtedly will vary from individual to individual and from environment to environment. This theory supports workplace environment by explaining how organization's environment is of benefit in improving employee productivity in this study.

2.2.2 Hierarchy of Needs Theory

Maslow (1970) developed a theory of motivation based on the hierarchy of needs. He did not agree with the common belief at the time, that motivation is something that someone does for

someone else. He proposes that though motivation is often directed towards external goals, it is always an internal process. Maslow views human kind as wanting beings who are continually striving to find ways to satisfy their needs, which are not static, and once a need has been satisfied, it can no longer serve as a motivator of behavior. These needs are ranked, according to the order in which they influence human behavior, in hierarchical fashion (Pride *et al*, 2005).

Physiological needs are the lowest level needs; things required by people to survive. In the employment context, these needs are usually satisfied through adequate wages (Pride *et al*, 2005). Safety needs maybe satisfied through a job security, pension plans, and a safe working condition (Bateman &Zeithaml, 1993). In the workplace, these needs translate into a need for at least a minimal degree of employment security: the knowledge that employees do not lose jobs on a whim and that appropriate levels of effort and productivity will ensure continued employment. Social needs are the human requirement for love and affection and a sense of belonging.

Maslow emphasizes the importance of non-monetary incentives in motivating the people. Non-monetary incentives address these higher order needs, rather than any basic needs such as food and shelter. The implication of Maslow's theory is that non-monetary incentives can be most effective on employees who are meeting their basic needs and satisfaction of basic needs is not alone enough to motivate employees. In light of this, non-monetary incentives have an important place in satisfying other needs of employees, which compensation cannot meet. This theory is applicable in this study because it supports employee productivity by explaining different level of employee needs.

2.2.3 Krumboltz's Theory

Based on Krumboltz's (1979) theory of career development is grounded in social learning theory and in classical behaviorism. It also incorporates the more recent ideas from self-efficacy theory (Bandura, 1977) and cognitive-behavioral theory (Beck, 1976; Ellis, 1970). This theory incorporates many factors, each of which has a different impact on the person in his or her career decision making. First, genetic endowment may expand or limit options for each individual. Included in genetic endowment are set factors (sex, race, developmental disabilities), as well as those innate talents that a person can choose to develop. Second, career decisions are influenced by environmental conditions and events beyond a person's control such as cultural norms and economy. The third factor is individual learning, which can occur both instrumentally (being rewarded for writing may lead to an interest in being a journalist) and associatively (watching a movie in which a police officer is seriously injured may reduce the desire to go into law enforcement). Learning experiences include acquiring (or failing to acquire) work habits and problem-solving skills.

Krumboltz's theory (Krumboltz, 1981) and Mitchell and Krumboltz's work (1996) built on the work of Bandura (1969, 1977) developed a new theory which posits two major types of learning experiences that result in individual behavioral and cognitive skills and preferences that allow people to function effectively in the world. Factors that influence preferences with an educational or occupational preference being an evaluative self-observation generalization based on those learning experiences pertinent to any career task and propositions explaining the acquisition of these preferences. Factors influencing career-decision making skills with propositions explaining

how these particular skills are acquired. Factors influencing entry behaviors into educational or occupational alternatives with propositions explaining factors accounting for the actual entry behaviors into occupations, training programs, or educational courses of study.

Krumboltz's theory highlights the importance of what he calls self-observation generalizations. That is, people compare their own performance, skills, and abilities with some standard and draw conclusions about their competence and worth. The Krumboltz's theory of career development will be used to determine the effects of employee engagement on employee performance in County Government of Kajiado.

2.3 Empirical Review

The study will review previous literature on career growth, remunerations, job design and the influence it has on employee productivity.

2.3.1 Employee Productivity

Organizational effectiveness measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, Yang, & McLean, 2010). Heilman and Kennedy-Philips (2011) posit that organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve organizational effectiveness management should strive for better communication, interaction, leadership, direction, adaptability, and positive environment.

According to Scott (2003), organizational effectiveness is a measure of performance against a set of standards. Measuring organizational effectiveness requires a set of standards, indicators, work sampling size, and evaluation of the samples against a defined standard. Organizational efficiency measures the relationship between inputs and outputs or the ease at which how the inputs transform into outputs (Low, 2000).

Organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and community (Pinprayong and Siengthai, 2012). Two aspects of efficiency exist. The first is the units of production or services that relate to the organizational purpose, and the second is how much it costs to produce those goods and services (Barker, 1995). This implies that to attain efficiency, an organization must ensure that maximum outputs are obtained from the resources it devotes to a program, operation or department (Tavenas, 1992). Conversely, efficiency is achieved when the minimum level of resources is used to produce the target output or to achieve the objectives of a program, operation, or department. Organizational relevance denotes its ability to meet the needs and gain the support of its priority stakeholders in the past, present and future. It is an organization's ability to innovate and create new and more effective situations because of insight and new knowledge (Lusthaus, Adrien, Anderson, Carden & Montalvan, 2002).

Organizations that rely on a single funding source without a legal (contractual) or moral funding obligation encounter more difficulty than organizations with multiple, reliable funding sources (Lusthaus et al., 2002). The third dimension defines an organization's ability to live within its allocation. This dimension focuses on the actual ability to manage a budgeting process, as well

as the results of the process. Financial viability depends on good financial management practices. This is true for both private and public sector organizations. In a general sense, an organization is financially viable if it generates enough value (both internally and from external sources) to keep stakeholders committed to the organization has continued existence.

Knowing what factors influence productivity is a prerequisite to improving performance. Over the years, researchers have found that productivity is affected by relatively few influencers, and workers are generally aware of what those influencers are (Armstrong, 2006; Clawson & Newburg, 2005; Hankin, 2004; NewstromBittel, 2002; Williams, 2003). Identification of the specific productivity limiters operative in a workplace can yield opportunities for significant productivity gains in the organizations. Commitment, motivation and job satisfaction, either together or separately, will be higher when people positively experience the application of Human Resource policies concerned with creating an able workforce, motivating valued behaviours and providing opportunities for participation. The experience of success seen in performance outcomes helps reinforce positive attitudes (Newstrom&Bittel, 2002).

Ho: Workplace environment, job design, remuneration, and career growth has no significant effect on employee productivity.

2.3.2 Job Design

Job redesign refers to activities that involve the alteration of specific jobs with the intent of improving both productivity and the quality of employee work experiences. Although there are no generally accepted criteria for what is a well-designed job, there are some commonalities in job redesign projects (Alber, 2007). Job specifications are changed to provide employees with

additional responsibility for planning, setting up, and checking their own work; for making decisions about work methods and procedures; for establishing their own work-pace; and for dealing directly with the clients who receive the results of the work (Aldag& Brief, 2009).

Both individual and team job redesign can be viewed as responses and alternatives to the principles for designing work that derive from classical organization theory and the discipline of industrial engineering. These principles specify that rationality and efficiency in organizational operations can be obtained through the simplification, standardization, and specialization of jobs in organizations (Slocum & Sims, 2000). These principles are based on the assumption that most employees, if managed well, will work efficiently and effectively on such jobs. Current approaches to job redesign, then, tend to have a behavioral emphasis and attempt to create jobs that enhance work productivity without incurring the human costs that have been associated with the traditional approaches (Aldag& Brief, 2009).

According to Opatha (2002), job design includes the functions of arranging task, duties, and responsibilities into an organizational unit of work. Aswathappa (2006) explained that, various approaches to job design are; job rotation, job engineering, job enlargement, and job enrichment. Job rotation and job enlargement were designed to take advantage of specialization of labor from the job engineering approach (Luthans, 2005). Job rotation allows an employee to work in different departments or jobs in an organization to gain better insight into operations (Aswathappa, 2006). Job enlargement can be used to increase motivation by giving employees more and varied task. Job redesign is designing and redesigning jobs in such a way that they

become attuned to what individual employees are able and willing to do as an important issue in the world of work today. Job redesign aims to improve jobs in the organization (Alber, 2007).

The goal of job design and job redesign is to reconstitute jobs or work roles in terms of work functions and worker capabilities that are both appealing to individuals and are in alignment with the organization's strategy and vision (Turner & Lawrence, 2010). Job design involves the planning of the job including its contents, the methods of performing the job, and explains how it relates to other jobs in the organization (Rahim, 2011). Job design and redesign's goal is to connect the needs of the individuals performing various jobs with the productivity needs of the organization. An important aim for job design and redesign is to provide individuals with meaningful work that fits effectively into the flow of the organization. The literature review shows that job design has positive implication on employee productivity hence the following hypothesis is proposed:

Ho: Job design has no significant effect on employee productivity.

2.3.3 Workplace Conditions

According to Kohun (2002), working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. According to Opperman (2002), working environment is a composite of three major sub environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and

activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced.

To understand the critical importance of workplace conditions in the organization is to recognize that the human factor and the organization are synonymous (McGuire, 2009). Changing workplace environments provide County government with opportunities as well as a myriad of challenges. One aspect of the competitive challenges faced by county government lies in the management and integration of physical and psychosocial environments (Altman, 2010). By incorporating a balanced workplace environment, the organization is optimizing profitability and improving the company's popularity as a workplace; projecting a modern corporate entity, which in turn can help you attract highly qualified employees.

Workplace environment is a concept operationalized by analyzing the extent to which employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic, and social needs and their reason of staying with the organization (Haynes, 2008). He further adds that environment is a key determinant of the quality of their work and their level of performance. Heath (2006) argues that the biggest goal of all business organizations is to increase performance and making high profits. The benefits of creating and maintaining a positive working environment are huge. Greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Shrestha, 2007). Improving working environment results in decrease in the number of error rates, complaints, absenteeism and hence increases performance.

According to Govindarajulu (2004), in twenty-first century, businesses are moving towards more strategic approach of environmental management to enhance their performance through improving and managing performance level of employees. The modern physical environment is distinguished by technology, computers, machines, general furniture, and furnishings, which continually affect the brain and health of employees (Stoessel, 2001). Organizations should ensure that the physical layout is covering all need of employees such as communication and privacy, formality and informality, functionality and cross-disciplinarily (White, 2011). Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. This is so because light has a profound impact on worker's/people's physical, physiological and psychological health, and on their overall performance at the workplace.

Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998; Veitch & Gifford, 1996). Closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office, allows staff a greater amount of privacy than an open plan office layout. They have the chance to work in peace and quiet, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing. It offers employees a thinking frame or be creative without much interruption (Mwbex, 2010). In the open office plan, noise existence is stressful and demotivating, posses' high level of distraction and disturbance coupled with low privacy level (Evans & Johnson, 2000).

According to Chandrasekar (2011), the workplace environment impacts employee morale, productivity and engagement both positively and negatively which in turn enhance performance of the organization positively. The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. Creating a work environment in which employees are productive is essential to increased profits for the organization, corporation, or small business. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the

infrastructure of the work environment (Stoessel, 2001).The literature review shows that workplace environment has positive implication on employee productivity hence the following hypothesis is proposed:

Ho: Workplace environment has no significant effect on employee productivity.

2.3.4 Career Growth

Career growth is perceived like joint effort between the individual employee and the organization. Career growth describes the lifelong process of managing life, learning, and work. It involves individuals planning and making decisions about education, training, and career choices as well as developing the right skills and knowledge to do this. Career growth is the process by which employees strategically explore, plan, and create their future at work by designing a personal learning plan to achieve their potential and fulfill the organization's mission requirements. Career growth is also a means to sustain a vital and effective workforce through strategic succession planning. Career growth involves continual learning, seeking opportunities, taking risks, and finding ways to contribute to the organization in a productive and motivated manner (Adeniji and Osibanjo, 2012).

According to Hammer (2000), an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge of hoe to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks. Herzberg (1998) agrees to Hammers assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation. Irk,

Downey, Duckett, and Woody (2000), argue that career development can help reduce cost expended on recruiting and training new employees in organizations.

According to Armstrong and Murlis (2004) reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with implementation and maintenance of reward processes and practices that are geared to the improvement of Organizational, team and individual performance. According to Koretz (2005), it is good to create total reward processes that are based on beliefs about what the organization values and wants to achieve, reward staff for the value they create, support the development of performance culture, develop a positive employment of a performance culture and facilitate the attraction and retention of the skilled and competent staff the organization needs, thus develop a positive employment relationship and psychological contract.

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

depends on the individual employee's willingness to develop, organizational culture, top management attitude and organizational opportunities for growth

Career development contains those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. Morris (2004) is of the opinion that fair chances of promotion according to employees' ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Bull (2005), reiterate that when employee experience success in mentally challenging jobs/ assignments which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction which reduces the rate of employee turnover, make them more committed to the goals and objectives of the organization and positively impact on the organizational growth and survival.

According to Robbins (2001), promotions create the opportunity for personal growth, increased levels of responsibility, improve on the effectiveness and efficiency level of the employee which enhances the profitability level of the organization and ultimately impact on the growth rate of the organization and its survival. Andrew and Kent (2007) also found a correlation between experience, promotion, and organizational growth/survival as being able to progress towards career goals and overall engagement. They believe career development can help employees adapt to changing environments. When employees have a viable career development plan, they are likely to find and select new roles most appropriate to their skills and talents, and to readjust after important organizational change. The literature review shows that career growth has positive implication on employee productivity hence the following hypothesis is proposed:

Ho: Career growth has no significant effect on employee productivity.

2.3.5 Employee Remuneration

Employee compensation to include all forms of pays given to the employees arising from their employment(Dessler, 2008). Rewards management policy is one of the elements organizations use to attract and retain its most valuable and worthy assets. Khan (2011) noted that Human Resources are the key drivers of the prosperity and success of any organization and unless the organization does offer, salary rewards, and due benefits according to its employees needs and wants it will not be able to conquer the highest level of efficiency and competency of its employees.

According to Grud (2008), extraordinarily high wage increases are not in general associated with further increases in individual productivity. On the contrary, these high wage increases may lead to an inefficient employee. Nawab (2011) revealed that compensation management can affect job satisfaction and employee's organizational commitment. Organizations can use employee compensation as a method for enhancing employee's job satisfaction and their commitment with the organization. Both financial and non-financial compensation are significant in fostering overall organizational commitment which when realized helps maximize employee contribution.

International Labor Organization (ILO) publications such as “an introduction to performance and skill- based pay systems “ (1998) has pointed out pay as an important and contentious element in an employment relationship with the employer, employee and the government having equal interests. For the employer it forms part of a greater part of his costs and it affects his ability to recruit and retain quality labor force. To the employee it is fundamental to his standard

of living and is a measure of the value and his services. The government is interested since salaries affect aspects of macro-economic stability such as employment, inflation, purchasing power, and socio-economic development in general. Tsai K et al (2005) in their study demonstrated that employee benefits offer advantage in organization productivity through improvement of labor efficiency.

Benefits also help increase employee satisfaction, which is a sign of good management and happy environment in any organization. Ismail et al. (2010) noted that performance based pay acts as a precursor to job satisfaction. When employees perceive that they receive adequate pay from their employer and that they are actively involved in the pay systems this leads to greater job satisfaction

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

According to Hancock et al. (2013), commitment is the main predictor of turnover and performance; hence, organizations that are concerned about employees and want to keep high performing employees should consider increasing commitment. Positive work related behaviour and attitudes largely depends on employee perceptions on extend their employer values their contribution and cares about their wellbeing (Allen et al., 2003). Employees expect employers to demonstrate their commitment in terms of pleasant working environment where a fair and just reward and compensation provides employees with the baseline requirements met to go for

higher things like job satisfaction and fulfillment hence enhancing organizational commitment (Harter, 2002).

According to Ballentine (2003), the purpose of rewarding employees is to recognize excellent job performance, provide feedback, make it easier to get work done, encourage employees to be more productive and help management achieve their goal. As organizations are faced with ever-increasing competition and as they prepare for new challenges, reward and compensation management is key component of survival in attracting, motivating, and retaining the best employees, which ultimately lead to organizational efficiency and effectiveness thus realizing high productivity and profitability (Milkovich & Newman, 2004). Bragg, (2002) posit that companies with committed employees will outperform companies with uncommitted workforce, and contents that demonstrating commitment to employees will generate a reciprocal commitment by employees. The literature review shows that employee remuneration has positive implication on employee productivity hence the following hypothesis is proposed:

Ho: Employee remuneration has no effect on employee productivity.

2.4 Critique of Existing Literature

The critique argues that employee engagement does not motivates business success. For example, Schneider, (2009), suggested that the link between employee engagement and employee productivity is insignificant. Alternatively, they supposed that there is a reverse connection between employee productivity and employees' attitudes; thus, when the employee productivity indexes are high it evokes positive attitudes among workers. Sundaray(2011) showed that engagement is an individual-level construct that needs to affect the employee at

first, and then follows by affecting the organization at large. In similar vein, job performance and not employee productivity was tested as a direct consequence of employee engagement.

2.5 Summary

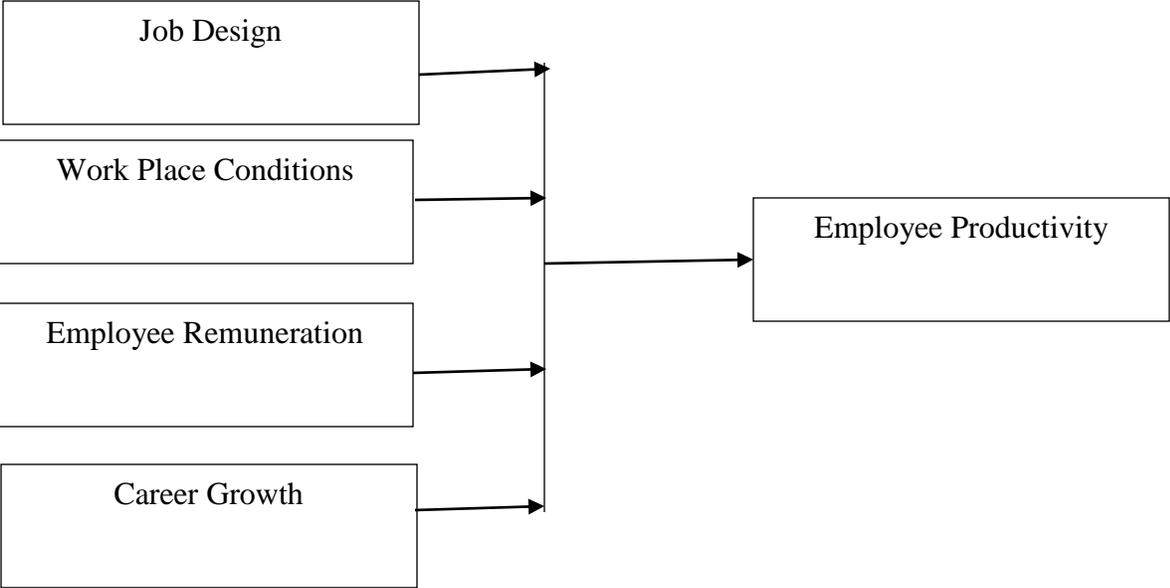
The study looked at the literature perspective of the study. The main theories that the chapter covered are Theory of Work Adjustment (TWA), Hierarchy of Needs Theory, and Krumboltz's Theory. The chapters concentrated on four factors that are job redesign, workplace environment, organization relations, and career growth. The chapter concluded by looking at critique of Existing Literature and the research gaps and it has identified various gaps related to this study, which need to be filled.

2.6 Knowledge Gap

A number of local studies have been done on the employee engagement but no studies that have focused on establishing the influence of employee engagement on employee productivity at County Government of Kajiado. For instance, Mutunga (2009) did a research on the factors that contribute to the level of employee engagement in the telecommunication industry in Kenya at Zain Kenya. Wambugu (2010) conducted a study on the relationship between employee commitment and job performance at the Kenya Institute of Surveying and Mapping. Mwangi (2011) carried out a research on the utilization of emotional intelligence and transformational leadership for employee engagement in public universities in Kenya. Maluti, Warento, and Shiundu, (2011) carried out a study on the impact of employee commitment on retention in state financial corporations in Kenya. Kamau (2012), carried out a research on the factors that influence organizational commitment of employees at Kenya plant health inspectorate Service Corporation. From the above studies it is quite evident that there is no studies that have

focused on the influence of employee engagement on employee productivity at County Government of Kajiado. The researcher sought to bridge this knowledge gap by conducting a study on the influence of employee engagement on employee productivity at County Government of Kajiado.

2.7 Conceptual Framework



Independent Variable

Dependent Variable

Figure 2.1: Conceptual Framework

2.8 Operationalization of Variables

Table 2.1 Operationalization of Variables

Variable	Operational Definition	Indicator or Measure
Employee productivity	Optimal employee productivity as a result of efforts based on measured performance outcomes	<ul style="list-style-type: none"> • Meeting performance targets • Going beyond the set performance targets • Improved motivation • Reduced absenteeism • Improved employee overall performance
Career growth	Processes of enabling employees acquire skills (soft and technical) to improve on their performance and mastery of their areas of specialization	<ul style="list-style-type: none"> • Frequency of trainings during the employment period • Access to training and career development programs • Availability of skills development programs
Work environment	Entails work procedures, the physical design of workplace, protective and healthy equipment and flexible work schedule	<ul style="list-style-type: none"> • Ample Working space • Well defined Stipulated leaves • Practical Work rules Well defined terms of service • Availability of enough required tools and equipment

<p>Job design</p>	<p>Activities that involve the alteration of specific jobs with the intent of improving both productivity and the quality of employee work experiences</p>	<ul style="list-style-type: none"> • Arranging task, duties, and responsibilities into an organizational unit of work planning. • Methods of performing the job • Job well designed
<p>Remuneration</p>	<p>The compensation package includes salary and other types of work related benefits that an employee is entitled to by virtue of being in employment.</p>	<ul style="list-style-type: none"> • Frequency of salary reviews • Employee satisfaction with an organizations benefits package • Equitability of the administered benefits package

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter reviewed the research methodology used in the study. This included research design, target population, sample size, sampling technique, data collection and data analysis procedures, pre-test of data instrument, and ethical consideration.

3.2 Research Design

Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and control variance. This study adopted a descriptive research design. A descriptive study is concerned with determining the frequency with which something occurs or the relationship between variables (Cooper & Schindler, 2003). This approach was suitable for this study since the researcher intended to collect detailed information through descriptions making it useful to identify variables under the study.

3.3 Population

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Cooper, 2003). The Target population in this study was the employee of County Government of Kajiado. This was because the County Government of Kajiado had recently adopted various strategies to improve employee productivity. The study targeted 800 employees that included the top management, middle management and lower level management (County Government of Kajiado, 2017).

Table 3.1 Table of Population

Type of staff	Number
Top Management	83
Middle level managers	200
Lower level managers	517
Total	800

Source: (County Government of Kajiado, 2017)

3.4 Sampling Frame

According to Cooper and Schindler (2006), a sampling frame is a list of elements from which the sample is actually drawn and closely related to the population. Sample size determination aims at selecting part of the population from which information will be drawn to form conclusions about the entire population. In this study, the sampling frame was drawn from 800 staffs of County Government of Kajiado according to the HR registry of County Government of Kajiado. The respondents were drawn from the top management, middle management and lower level management.

3.5 Sample Size and Sampling Technique

To come up with an appropriate study sample, the study utilized stratified sampling technique where the Government of Kajiado were classified based on level of management. The strata's was top management, middle management and lower level management. Purposive sampling was then used to pick employees to participate in the study. According to Mugenda and

Mugenda (2009), 10-30% of the population can be used as a sample to represent the entire population. This study used 10% of the population to for the study sample.

Table 3.2 Table of Sample

Type of staff	Population	Sample
Top Management	83	8
Middle level managers	200	20
Lower level managers	517	52
Total	800	80

Source: (Researcher, 2017)

3.6 Data Collection Instruments

According to Massey (2003), a data collection instrument or tool is a device used to collect the data. The type of instrument used by the study depends on the data collection method selected. Massey (2003) further states that the instrument must be reliable and valid. The study administered structured questionnaires to obtain data from respondents. Questionnaires were calibrated using a five point Likert Scale, ranging from ‘strongly agree’ (SA) to ‘strongly disagree’ (SD). The questionnaire consisted of both close and open ended items and was divided into sections. Section I consisted of demographic questions, Section II sought to establish the influence of job design on employee productivity at County Government of Kajiado, Section III sought to identify the influence of workplace conditions on employee productivity at County Government of Kajiado. Section IV will sought to establish the influence of career growth on employee productivity at County Government of Kajiado County Government of Kajiado

while Section V will sought to establish the influence of employee remuneration on employee productivity at County Government of Kajiado County Government of Kajiado.

3.7 Data Collection Procedure

Prior to administering study instruments, a brief introduction was made to the respondents explaining the nature and importance of the study to the respondents during pilot and main study. Data collection was done by the drop and pick method. The questionnaires were dropped at County Government of Kajiado and later picked. According to Leedy and Ormrod (2001), respondents are more truthful while responding to the questionnaires regarding controversial issues in particular because their responses are anonymous.

3.8 Pilot Test

The research instrument that was used to collect data was questionnaires. Validity shows whether the items measure what they are designed to measure (Borg and Gall, 1989). Pre-testing was conducted to assist in determining accuracy, clarity, and suitability of the research instrument. Borg and Gall (1996), notes that two to three cases are sufficient for some pilot studies. For this study, pilot study was done on 20 employees from the County Government of Kajiado. The employees were not involved in the final study. According to Kothari (2004), content validity involved checking the data collection instrument to ensure that it answers the questions intended for in a study. Content validity was examined to ensure the instruments would answer all the research questions by administering the questionnaire to the 20 employees who participated in the pilot study. Based on the analysis of the pre-test results, the researcher made corrections, adjustments and additions to some research instruments.

3.8.1 Validity of Instrument

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform. It is rare, that an instrument be 100% valid, so validity is measured in degrees. As a process, validation involves collecting and analyzing data to assess the accuracy of an instrument. There are numerous statistical tests and measures to assess the validity of quantitative instruments, which generally involves pilot testing. Validity of the instrument was measured through a pilot study. 20 employees from the County Government of Kajiado were selected for the pilot test. The employees did not participate in the actual study. The results of the pilot study was analyzed and used to modify and remove ambiguous items on the questionnaire designed to be used in the study.

Content validity is the extent to which the measurement device provides adequate coverage of investigative questions. Creswell (2003), suggests that a colleague and / or an external auditor can provide additional insight into the study and research findings. To ensure content validity the questionnaire was subjected to thorough examination by two independent resource persons, from the institute of certified public accountants of Kenya. The resource persons were asked to evaluate the statements in the questionnaire for relevance and whether they are meaningful and clear. Based on evaluation, the instrument was adjusted appropriately before subjecting it to the final data collection exercise.

3.8.2 Reliability of the Instrument

According to Moskal and Leydens (2000), reliability is the degree to which an assessment tool produces constant and dependable results. The data collected from the pilot test was subjected to a Cronbach's alpha analysis to ascertain the reliability of the instrument. Variables derived from test instruments are declared to be reliable only when they provide stable and reliable responses over a repeated administration of the test (Santos, 1999). The reliability coefficient (α) range from 0 to 1, with 0 representing an instrument full of error and 1 representing total absence of error. A reliability coefficient (α) of 0.70 or higher is considered acceptable reliability (Groves, 1987).

3.9 Data Analysis and presentation

The data collected was analyzed using descriptive statistics with the help of SPSS version 21. The study used descriptive and inferential analysis to establish the relationship that job design, workplace environment, employee remuneration, career growth has on employee productivity in County Government of Kajiado. Data collected was presented using tables. The data were coded, assigned labels to variables categories and entered into the computer. Factor analysis was conducted. Principal component analysis (PCA) was used as a data reduction technique to reduce a large set of measures to smaller, more manageable number of composite variables to be used in subsequent analysis. All composite variables with factor loading of less than 0.4 were eliminated from further analysis. Before carrying out factor analysis, two tests were carried out to determine whether factor analysis was necessary. The preliminary tests employed the use of Kaiser Mayer-Olkin (KMO). The Kaiser-Meyer-Olkin (KMO) measure was used to examine the appropriateness of factor analysis. High values (0.5 - 1.0) indicate that factor

analysis is appropriate. Therefore, if the KMO is more than 0.5 and Bartlett's value is less than 0.05, then factor analysis is necessary (Tabachnick&Fidell, 2007; William, Brown & Osman, 2010). Values of below 0.5 imply that factor analysis may not be appropriate (Paton, 2002). Pearson's Correlation Coefficient and ANOVA was used to establish the significance of the correlation between job design, workplace environment, organizational structure, career growth on employee productivity at County Government of Kajiado.

3.9.1 Model

The researcher further employed multivariate regression model to the study. The research deemed regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Regression was able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. Therefore, the researcher used linear regression analysis to analyze the data. In this study the following the regression equations was used to test the significance of the study hypotheses:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where Y is the employee productivity, β_0 is constant, and ε is the error term of the model.

- X_1 = job design
- X_2 = workplace environment
- X_3 = career growth
- X_4 = employee remuneration

Employee productivity was measured by performance outcomes of the employees and the achievement of set targets of the employee's. β_0 is the constant or intercept while β_1 , β_2 , β_3 , and β_4 , are the corresponding coefficients for the respective independent variables. ε is the error term which represents residual or disturbance factors or values that are not captured within the

regression model. The interpretation of X , β and ε is the same for the subsequent equations for testing the other study objectives.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations. This chapter analyses the variables involved in the study and estimates of the model presented in the previous chapter.

4.2 Response Rate

The respondents comprised of Kajiado County Government employees. Out of the 80 issued questionnaires, 72 questionnaires representing 90% of the total questionnaires distributed were returned fully completed, while 8 questionnaires were not returned representing 10% of the total questions distributed to the respondents. The table 4.1 presents that the response rate was 90% of the total sample size and the non-response was 10%. The response of 90% facilitated towards gathering sufficient data that was generalized to reflect the opinions of respondents. This was in tandem with Graham (2002) that a response rate above 30 to 50% of the total sample size contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the target population on the sought study problem.

Table 4.1 Response Rate

Response rate	Frequency	Percentage
Response	72	90%
Non-response	8	10%

Total	80	100%
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4.3 Pilot Test Results

4.3.1 Validity

The validity of quantitative instruments should be assessed for accuracy to ensure they perform and measure as it is designed to perform. To establish the validity of the data collection instruments, the research instruments were given to 20 employees from the County Government of Kajiado. The coefficient of the data gathered from the pilot study was computed with assistance of Statistical Package for Social Sciences (SPSS) Version 21. A context of validity coefficient index of above 0.82 was obtained and this implied that the questionnaires were valid research instrument for the study.

4.3.2 Reliability Analysis

Moskal and Leydens (2000), defined reliability as the extent in which an assessment tool produces dependable and constant results. To ascertain the reliability of the instrument, the pilot test data was subjected to a cronbach's alpha analysis and results are shown in Table 4.2 below.

Table 4.2 Reliability Statistics

Cronbach's Alpha	N of Items
.860	5

Source: (SPSS Output, 2017)

The results in the table 4.2 show Cronbach's alpha of 0.860 implying that the instruments were sufficiently reliable for measurement. The study accepted a Cronbach alpha of 0.7 and above as recommended by Groves (1987). Since most items total correlations were reasonably high, the construct validity of the instrument was considered reasonable (Brown, 2006).

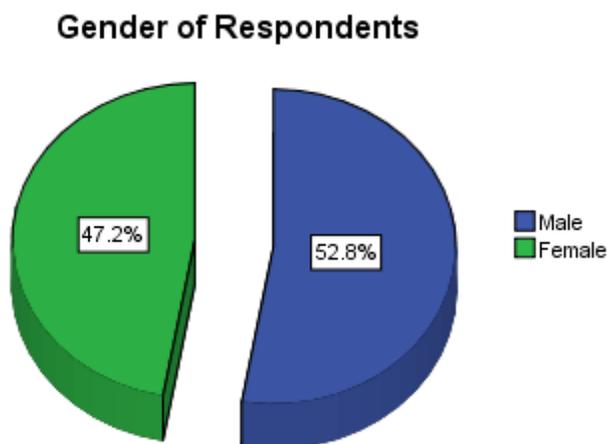
4.4 Demographic Information

The section contains information on the demographic profile of the respondents such as gender, age, highest level of education, years of experience and level of management.

4.4.1 Gender of Respondents

The constitution of Kenya, 2010, addressed gender inequality and subsequently a legislation was to be enacted by parliament hence the introduction of two-third gender rule. The researcher sought to establish the gender composition in the county government. Based on the study results on figure 4.1 above majority (52.8%) of the respondents indicated that they were males, while the least (47.2%) were of female gender. This reveals a consideration of gender balance during recruitment.

Figure 4.1: Gender of Respondents



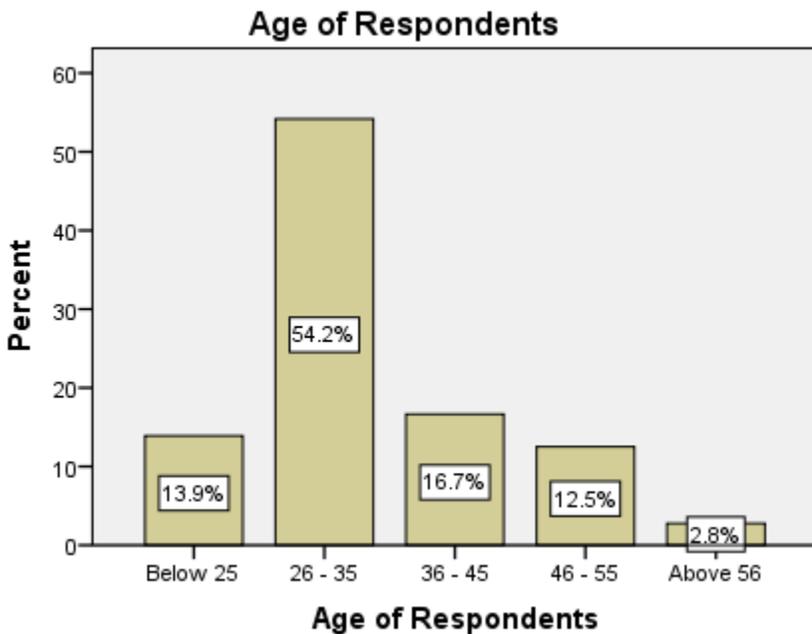
Source: (SPSS Output, 2017)

4.4.2 Age bracket of Respondents

Respondents were asked their age bracket and the findings are as shown in Figure 4.2. Age is an important research factor to ascertain the inclusivity of youth who are considered majority of the

population and unemployed. Figure 4.2 presents that majority (54.2%) of the respondents who were in the age category of 26-35 years, 16.7 % were in the age category of 36-45 years, 13.9% aged below 25 years, 12.5% were in the category of 46-55 years while only 2.8% were aged above 56 years. This suggests that most of the respondents are considered to be the productive years.

Figure 4.2: Age of Respondents



Source: (SPSS Output, 2017)

4.4.3 Highest Education Level

The study sought to establish the education level held by the employees in order to ascertain if they were equipped with relevant knowledge and skills in their area of work. Table 4.2 below shows the highest level of education of the respondents.

Table 4.2 Highest level of education

	Frequency	Percent
Doctorate	2	2.8

Masters	8	11.1
Degree	38	52.8
Diploma	20	27.8
Certificate	4	5.6
Total	72	100.0

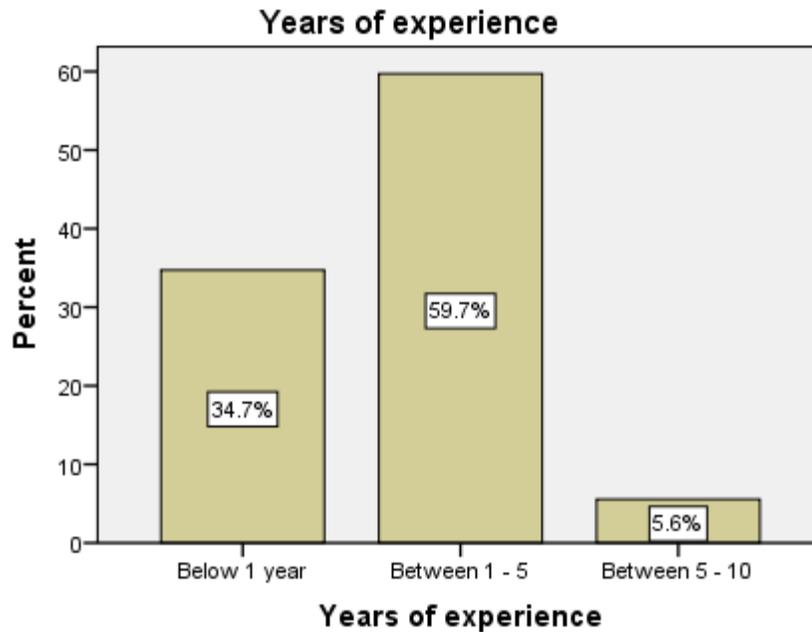
Source: (SPSS Output, 2017)

The findings in Table 4.2 shows majority of the respondents (52.8%) had attained a bachelor's degree as their highest level of education while 27.8% had a Diploma. The study further established that 11.1% of the respondents had masters, 5.6% with certificate, and 2.8% had attained Doctorate. This indicates that the respondents were in a position to answer the questionnaire.

4.4.4 Years of Experience

The study on figure 4.3 below shows the number of years the respondents have working at County Government of Kajiado. Employees who have worked for a longer period are well informed of the county government's policies, activities and processes.

Figure 4.3 Years of experience



Source: (SPSS Output, 2017)

Results shown on Figure 4.3 above indicate that the study majority (62.5%) of the respondents had served the county government for between 1-5 years. A further 32.5% had served below 1 year, and 5.0% had served for between 5-10 years. None indicated they had served for over 10 years. The county government have been in place for 4 years now under the new constitution. Those who indicated serving for over 10 years might have worked when it was a municipal council.

4.4.5 Level of Management

Respondents were asked to indicate the level of management. Research study covered the entire county government and therefore it was necessary to ensure all the levels of management are included for the research to capture all areas. The findings are shown in Table 4.3;

Table 4.3 Level of Management

Level of Management	Frequency	Percent
Senior	12	16.7
Middle Management	34	47.2
Operational Level	26	36.1
Total	72	100.0

Source: (SPSS Output, 2017)

Majority of the respondents were on middle management level (47.2%), 36.1% of the respondent were on operational level while 16.7 % of the respondents were on senior level management. This shows that the respondents were spread across the three levels of management.

4.5 Study Variables

The study variables in this section will be measured using Likert scale ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (5). The scores of agreeing have been taken to represent a variable which had a mean score of 0 to 2.4 on the continuous Likert scale; ($0 \leq \text{Mean} < 2.4$). The scores of ‘Undecided’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq \text{Mean} < 3.4$) and the score of both disagree and strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq \text{S.A.} < 5.0$). A standard deviation of > 0.9 implies a significant difference on the impact of the variable among respondents.

4.5.1 Job Design

This section of the questionnaire sought to establish the influence of job design on employee productivity at County Government of Kajiado. According to Opatha (2002), job design includes

the functions of arranging task, duties, and responsibilities into an organizational unit of work. Job design involves the planning of the job including its contents, the methods of performing the job, and explains how it relates to other jobs in the organization (Rahim, 2011).

The respondents were asked to indicate the extent to which they agreed with various factors that contribute to employee productivity using a five Likert scale of 1= Strongly Agree 2= Agree 3= undecided 4= Disagree 5= Strongly Disagree. The results are shown in table 4.4 below.

Table 4.4 Job Design

	N	Mean	Std. Deviation
Methods of performing tasks are clearly stated	72	3.33	1.222
The job involves the use of a variety of different equipment.	72	3.17	1.138
The results of my work are likely to significantly affect the lives of other people.	72	3.17	1.233
There is a sense of accomplishment and achievement in performing task assigned to me	72	3.12	1.198
Duties and responsibilities are arranged into an organizational unit of work planning	72	3.08	1.160
The job itself provides me with information about my performance.	72	3.07	1.191
Skills required to perform tasks are identified	72	3.01	1.181
The job allows me to make my own decisions about how to schedule my work.	72	3.00	1.199
Job design ensures utilization of employee skills	72	2.97	1.233
Job design enhances employee job scope	72	2.89	1.228
Job evaluation is usually performed and feedback given	72	2.83	1.048
By being given many responsibility at work, employees will be able to advance their skills	72	2.74	1.210
Valid N (listwise)	72		

Source: (SPSS Output, 2017)

Majority of the respondents are in agreement (Mean \leq 2.74, with a significant standard deviation) that the results of their work are likely to significantly affect the lives of other people, job design ensures utilization of employee skills, by being assigned a variety of responsibilities at work,

employees will be able to advance their skills. The results were in agreement with Turner & Lawrence (2010) who argued that the goal of job design and job redesign is to reconstitute jobs or work roles in terms of work functions and worker capabilities that are both appealing to individuals and are in alignment with the organization's strategy and vision.

Similarly, the respondents reveal that there is a sense of accomplishment and achievement in performing task assigned to them, duties and responsibilities are arranged into an organizational unit of work planning, methods of performing tasks are clearly stated, skills acquired during training allows them to handle multiple tasks, their supervisor is not constantly monitoring and interfering with my work. An important thing to note the employees overwhelmingly concurred that their jobs are clearly outlined. Job design involves the planning of the job including its contents, the methods of performing the job, and explains how it relates to other jobs in the organization (Rahim, 2011).

Similary, job design enhances employee job scope, the job involves the use of a variety of different equipment, the job itself provides employees with information about their performance, the job allow employees to make their own decisions about how to schedule their work, job evaluation is usually performed and feedback given, skills job match required to perform tasks are identified, the organization gives employees freedom and independence for work scheduling, work method and decision making authority, and employees can decide how they organize their work.

The low level of agreement is attributed to the fact that employees are not aware these factors of job design are important or the county government of Kajiado haven't implemented them. Job design and redesign's goal is to connect the needs of the individuals performing various jobs

with the productivity needs of the organization. An important aim for job design and redesign is to provide individuals with meaningful work that fits effectively into the flow of the organization. In line with that, the county government should provide all the necessary equipment, provide employees with information about their performance, and allowing employees to make their own decisions about how to schedule their work. Aldag & Brief (2009) stated that job specifications are changed to provide employees with additional responsibility for planning, setting up, and checking their own work; for making decisions about work methods and procedures; for establishing their own work-pace; and for dealing directly with the clients who receive the results of the work.

4.5.2 Workplace Environment

This section of the questionnaire sought to establish the influence of workplace environment on employee productivity at County Government of Kajiado. Workplace environment is a concept operationalized by analyzing the extent to which employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic, and social needs and their reason of staying with the organization (Haynes, 2008). According to Kohun (2002), working environment comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. The study of workplace environment was therefore important to assess how it impacts employee productivity at the county government.

The respondents were asked to indicate the extent to which they agreed with various factors that contribute to employee productivity using a five Likert scale of 5= strongly agree 4= agree 3= undecided 2= disagree 1= strongly disagree. The results are shown in table 4.5 below.

Table 4.5 Workplace Environment

	N	Mean	Std. Deviation
My furniture is comfortable enough to enable me perform my jobs without getting tired	72	3.40	1.229
My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties	72	3.29	1.106
I believe in and take pride in my work and my workplace.	72	3.24	1.181
A better work environment (spacious office, enough lighting etc.) will make me perform better at my job	72	3.22	1.141
The culture and emotional climate of the county is generally positive and supportive.	72	3.19	1.229
I can freely state my opinion	72	3.17	1.210
I am happy with my office space and arrangement	72	3.14	.969
Washrooms at the county are clean	72	3.13	1.174
Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work	72	3.13	1.186
I am able to contact senior management or work hand in hand with my superior at the workplace	72	3.11	1.240
I am encouraged to give honest feedback to my supervisor.	72	3.10	1.200
My manager role models high standards for quality performance	72	3.00	1.163
There are no cases of harassment or bullying.	72	2.96	1.131
On the job, I frequently communicate with people who work and who do not work for the same organization as I do.	72	2.86	1.259
Valid N (listwise)	72		

Source: (SPSS Output, 2017)

From the table 4.5 below, the respondents are happy with the office space and arrangement (mean = 3.14, SD =0.969), a better work environment (spacious office, enough lighting etc.) will make employees perform better at their job (mean = 3.22, SD =1.141). Study conducted by Larsen et all (1998) suggested that ambient features in offices environment influence employees attitudes, behaviors, satisfaction, performance and productivity.

The respondents also agreed that washrooms at the county are clean (mean = 3.13, SD =1.174), the furniture is comfortable enough to enable employees perform their jobs without getting tired

(mean = 3.40, SD =1.229), and the workplace provides an undisturbed environment without any noise that gives employees time to perform their duties (mean = 3.29, SD =1.106). Stoessel(2001) argued that the modern physical environment is distinguished by technology, computers, machines, general furniture, and furnishings, which continually affect the brain and health of employees. Previous studies on workplace environment have shown that employee's productivity increases with workspace satisfaction.). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004)

Opperman (2002) stated that working environment is a composite of three major sub environments: the technical environment, the human environment and the organizational environment. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. A significant majority of the employees believe in and take pride in their work and their workplace (mean = 3.24, SD =1.181), employees can freely state their opinion (mean = 3.17, SD =1.210), employees are encouraged to give honest feedback to their supervisor (mean = 3.10, SD =1.200), there are no cases of harassment or bullying (mean = 2.96, SD =1.131), the manager role models high standards for quality performance (mean = 3.00, SD =1.163), employees are able to contact senior management or work hand in hand with a superior at the workplace (mean = 3.11, SD =1.240), the culture and emotional climate of the county is generally positive and supportive (mean = 3.19, SD =1.229), employees frequently communicate with people who work and who do not work for the same organization (mean = 2.86, SD =1.259), senior management gives staff a clear picture of the direction in which the organization is headed hence motivating employees to work (mean = 3.13, SD =1.186). The high mean is sufficient to conclude that the human environment is conducive to the county government employees. To understand the critical

importance of workplace conditions in the organization is to recognize that the human factor and the organization are synonymous (McGuire, 2009).

According to Chandrasekar (2011), the workplace environment impacts employee morale, productivity and engagement both positively and negatively which in turn enhance performance of the organization positively

4.5.3 Career Growth

This section of the questionnaire sought to establish the influence of career growth on employee productivity at County Government of Kajiado. The respondents were asked to indicate the extent to which they agreed with various factors that contribute to employee productivity using a five Likert scale of 5= strongly agree 4= agree 3= undecided 2= disagree 1= strongly disagree.

The results are shown in table 4.6 below.

Table 4.6 Career Growth

	N	Mean	Std. Deviation
The organization acknowledges when I have performed	72	3.75	1.207
The organization often give chances to employees to try out own ideas on their job, either before or after checking with their supervisor	72	3.64	1.092
Availability of skills development programs	72	3.49	1.088
There is a well-defined Stipulated leaves	72	3.36	1.166
The organization provides promotion opportunities	72	3.26	1.233
My organization ensures I have achieved all I want to achieve in my career	72	3.26	1.138
Regular appraisals conducted by my organization	72	3.25	1.196
The organization provides Feedback on my career development needs	72	3.15	1.146
Trainings during the employment period is available frequently	72	3.14	1.079
Job evaluation results are used to identify area that need training	72	3.12	1.150
My organization helps me identify my training and development needs through performance appraisals	72	3.06	1.124
My organization provides training and development to the employees	72	3.01	1.169

The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance	72	2.97	1.186
Valid N (listwise)	72		

Source: (SPSS Output, 2017)

The findings as exhibited by Table 4.6 shows that the organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance (mean = 2.97, SD =1.186), the organization provides training and development to the employees (mean = 3.01, SD =1.169), trainings during the employment period is available frequently (mean = 3.14, SD =1.079), Job evaluation results are used to identify area that need training (mean = 3.12, SD =1.140), availability of skills development programs (mean = 3.49, SD =1.088)), the organization helps employees identify their training and development needs through performance appraisals (mean = 3.06, SD =1.124). The county government of Kajiado has therefore developed adequate training and career development program. Hammer (2000) wrote that when employees are trained, they acquire the knowledge of how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation. The results were in agreement with Mutsotso (2010) who argued that education and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations.

The organization acknowledges when employees have performed (mean = 3.75, SD =1.207) and provides promotion opportunities (mean = 3.26, SD =1.233). According to Robbins (2001), promotions create the opportunity for personal growth, increased levels of responsibility, improve on the effectiveness and efficiency level of the employee which enhances the

profitability level of the organization and ultimately impact on the growth rate of the organization and its survival.

Results further reveals that regular appraisals are conducted by the organization (mean = 3.25, SD =1.196), the organization often give chances to employees to try out own ideas on their job, either before or after checking with their supervisor (mean = 3.64, SD =1.092), there is a well-defined Stipulated leaves (mean = 3.36, SD =1.166),the organization provides Feedback on my career development needs (mean = 3.15, SD =1.146),the organization ensures employees have achieved all their want to achieve in their career (mean = 3.26, SD =1.138).

Career development motivates the employees who then exhibit higher feelings of satisfaction consequently increasing their performance. Skill building initiatives such as appraisals, allowing employees to try their own ideas, provision of feedback to career development needs, and ensuring that employees achieve all they want in their career is very important to employees. Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees

4.5.4Employee Remuneration

This section of the questionnaire sought to establish the influence of career growth on employee productivity at County Government of Kajiado. The respondents were asked to indicate the extent to which they agreed with various factors that contribute to employee productivity using a five likert scale of 5= strongly agree 4= agree 3= undecided 2= disagree 1= strongly disagree. The results are shown in table 4.7 below.

Table 4.7 Employee Remuneration

	N	Mean	Std. Deviation
My organization pays all Termination benefits	72	3.36	1.142
The organization's county's reward strategy promotes career progression	72	3.33	1.138
My current salary is always paid on Time	72	3.32	1.220
The current employment benefits package is fair and equitable	72	3.29	1.168
The organization's reward strategy recognizes superior performance	72	3.29	1.144
Allowances are paid well in my Organization	72	3.26	1.210
salary review are conducted based on clear policy guidelines	72	3.22	1.178
Equitability of the administered benefits package	72	3.22	1.165
I am satisfaction with an organizations benefits package	72	3.19	1.134
I am satisfied with the organization reward policy.	72	3.17	1.245
Organization provides merit pay	72	3.03	1.233
My pay and grade is commensurate with the job I do	72	2.76	1.120
Valid N (listwise)	72		

Source: (SPSS Output, 2017)

The findings in table 4.7 shows that respondents are in agreement that employees are satisfied with the organization reward policy (mean = 3.17, SD =1.245), the pay and grade is commensurate with the job employees do(mean = 2.76, SD =1.120), salary review are conducted based on clear policy guidelines (mean = 3.22, SD =1.178), the organization's county's reward strategy promotes career progression (mean = 3.33, SD =1.138). According to Ballentine (2003), the purpose of rewarding employees is to recognize excellent job performance, provide feedback, make it easier to get work done, encourage employees to be more productive and help management achieve their goal. Proper compensation ensure that the organization doesn't lose best employees, in search of greener pastures, to other organizations.

The organization's reward strategy recognizes superior performance(mean = 3.329, SD =1.144), the current salary is always paid on time (mean = 3.32, SD =1.220) and organization provides

merit pay (mean = 3.03, SD =1.233). Employees expect employers to demonstrate their commitment in terms of pleasant working environment where a fair and just reward and compensation provides employees with the baseline requirements met to go for higher things like job satisfaction and fulfillment hence enhancing organizational commitment. Milkovich & Newman, 2004) posit that as organizations are faced with ever-increasing competition and as they prepare for new challenges, reward and compensation management is key component of survival in attracting, motivating, and retaining the best employees, which ultimately lead to organizational efficiency and effectiveness thus realizing high productivity and profitability.

The results suggests that the organization pays all termination benefits (mean = 3.36, SD =1.142),equitability of the administered benefits package (mean = 3.22, SD =1.165),allowances are paid well in my Organization (mean = 3.36, SD =1.210), employees are satisfied with the organizations benefits package (mean = 3.19, SD =1.134),the current employment benefitspackage is fair and equitable (mean = 3.29, SD =1.168).Tsai K et al (2005) in their study demonstrated that employee benefits offer advantage in organization productivity through improvement of labor efficiency. In addition, benefits help increase employee satisfaction, which is a sign of good management and happy environment in any organization. Ismail et al. (2010) noted that performance based pay acts as a precursor to job satisfaction.

4.6 Multiple Regression Results

In order to establish the relationship between the dependent and independent variables, the study conducted a multiple regression analysis. The regression analysis results were presented using regression model summary, analysis of variance (ANOVA) and beta coefficient tables.

The linear regression model below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where Y is the employee productivity, β_0 is constant and ε is the error term of the model.

- X_1 = job design
- X_2 = workplace environment
- X_3 = career growth
- X_4 = employee remuneration

4.6.1 Test of assumptions of regression Analysis

Regression analysis can only be performed once the assumptions of normality, linearity, independence, and multicollinearity are not violated. Several tests were conducted as shown in the following subsections.

4.6.1.1 Normality

A normality test was conducted to determine whether the sample data follows a normal distribution. A normal probability plot was constructed and the Kolmogorov-Smirnov (K-S) test conducted. The Normal P-P Plot of Regression Standardized Residual shows a plot of expected normal value against the actual (observed) normal value. A normally distributed data will be shown when actual values line up along the diagonal line joining the lower left to the upper right. On the other hand, the K-S test has a null hypothesis that data follows a normal distribution and an alternate hypothesis that data does not follow a normal distribution. Null hypothesis will be rejected if $p\text{-value} < 0.05$. Normality holds if we fail to reject null hypothesis (Motulsky, 2010).

Figure 4.4 Normal P-P Plot of Regression Standardized Residual

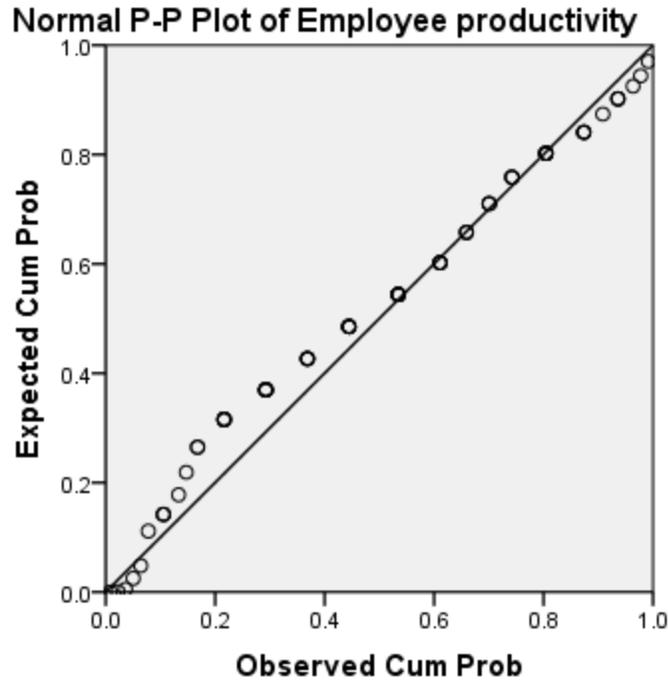


Table 4.8 One-Sample Kolmogorov-Smirnov Test

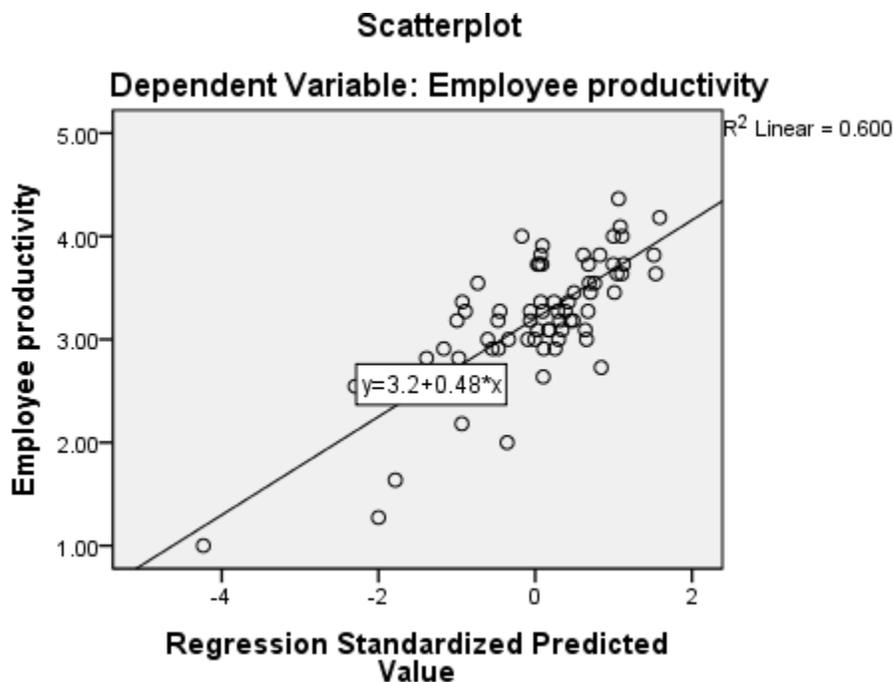
Career growth		
N		72
Normal Parameters	Mean	3.2650
	Std. Deviation	.59302
Most Extreme Differences	Absolute	.074
	Positive	.052
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200

From table 4.8, $p\text{-value} > 0.05$ hence we fail to reject null hypothesis and we concluded that the data follows a normal distribution. Furthermore, the normal P-P plot reveals that actual values fit perfectly on the diagonal line confirming the assumption that the data has a normal distribution.

4.6.1.2 Linearity

The study tested the existence of a linear relationship between the dependent variable (employee productivity) and each of the independent variables (job design, workplace environment, career growth and employee remuneration). Scatter plots were used in examining these relationships and the results displayed in Figures 4.5 below. The associated linear equation generated is presented.

Figure 4.5 Scatterplot



The associated linear equation is given below:

$$y = 3.2 + 0.48x$$

The coefficient of determination $R^2 = 0.600$, shows the linear model provides a relatively good fit. Moreover, a straight line in the plot above comfortably fits through the data; hence a linear

relationship exists. The study established that the data set does not violate the assumption of linearity and proceeded with linear regression analysis.

4.6.1.3 Independence

The study tested the assumption that the residuals were not correlated from one observation to the next. This was critical in helping establish that the size of residuals for one case had no impact on the residuals for the next case. The Durbin-Watson statistics results are displayed in Table 4.10. The value of the Durbin-Watson statistic ranges from 0 to 4 suggests that the residuals are uncorrelated if the Durbin-Watson statistic is approximately 2. A value close to 0 indicates strong positive correlation, while a value of 4 indicates strong negative correlation.

The model summary in Table 4.9 shows Durbin-Watson statistic = 2.217, which was approximate to 2 and hence the residuals in the data set used in this showed no serial correlation. The data was therefore considered adequate for linear regression analysis.

4.6.1.3 Multicollinearity

Multicollinearity occurs when any single independent variable is highly correlated ($r \geq 0.9$) with a set of other independent variables. This leads to problems with understanding which independent variable contributes to the variance explained in the dependent variable, as well as technical issues in calculating a multiple regression model. In this study, tolerance, the Variance Inflation Factor (VIF) and Pearson correlation coefficient (r) were adopted as two collinearity diagnostic factors that could help identify multicollinearity.

Tolerance is a measure of collinearity reported as $1 - R^2$. A small tolerance value indicates that the variable under consideration is almost a perfect linear combination of the independent variables

already in the equation and that it should not be added to the regression equation. If the tolerance value is very small (less than .10) it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity.

The variance inflation factor (or “VIF”) provides us with a measure of how much the variance for a given regression coefficient is increased compared to if all predictors were uncorrelated (Denis, 2011). This means is that the extent to which the given predictor is highly correlated with the remaining predictors is the extent to which VIF will be large. Denis (2011), suggest that VIF = 3 shows no multicollinearity, while VIF > 10 shows multicollinearity exist.

Table 4.9 Collinearity test with employee productivity as Dependent Variable

Model	Collinearity Statistics	
	Tolerance	VIF
1	.679	1.473
	.575	1.739
	.568	1.759
	.555	1.803

a. Dependent Variable: Employee productivity

Table 4.9 shows a regression of four dependent variables: job design, workplace environment, career growth and employee remuneration against employee productivity as the dependent variable. All the VIF values were < 3 and all the tolerance values are ≥ 0.1 , meaning the independent variables were not highly correlated employee productivity and hence the data set did not suffer from multicollinearity.

4.6.2 Model Summary

Coefficient of determination explains the extent to which changes in the dependent variable (employee productivity) can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by all the independent variables.

From table 4.10, the value of R^2 is 0.600, which means that 60.0% of the total variance in independent variables has been explained.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.774 ^a	.600	.576	.40074	2.217

a. Predictors: (Constant), Employee remuneration, Job design, Workplace environment, Career growth

b. Dependent Variable: Employee productivity

Source: (SPSS Output, 2017)

4.6.3 Analysis of Variance

Analysis of Variance results reports how well the regression equation fits the data (i.e., predicts the dependent variable) and results are shown in table 4.11 below.

Table 4.11 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.112	4	4.028	25.083	.000 ^b
	Residual	10.760	67	.161		
	Total	26.872	71			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), Employee remuneration, Job design, Workplace environment, Career growth

Source: (SPSS Output, 2017)

A null hypothesis states that there is no linear relationship between the variables. The F-test can be used to reject the null hypothesis or fail to reject it. $F(4, 67) = 25.083$ and $df = 71$, the test is highly significant ($p = 0.000 < 0.05$). Therefore the null hypothesis is rejected and we conclude that there is a linear relationship between the variables in our model and that the regression model is a good fit of the data.

Results presented in table 4.11 reveal that all the independent variables notably; (X₁) job design, (X₂) workplace environment, (X₃) career growth and (X₄) employee remuneration have a significance influence on employee productivity.

4.6.4 Beta Coefficients

Table 4.12 presents the results of the test of unstandardized beta coefficients which indicates the equation of the linear model.

Table 4.12 Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.250	.309		.807	.422
	Job design	.215	.092	.219	2.339	.022
	Workplace environment	.319	.106	.307	3.010	.004
	Career growth	.155	.106	.150	1.460	.149
	Employee remuneration	.248	.090	.288	2.772	.007

a. Dependent Variable: Employee productivity

Source: (SPSS Output, 2017)

The prediction equation is $Y = 0.250 + 0.215X_1 + 0.319X_2 + 0.155X_3 + 0.248X_4 + \varepsilon$

Job design, workplace environment and employee remuneration have p-value of 0.022, 0.004, and 0.007 respectively. These p-values are statistically significant at 5% significant level.

Therefore, these three independent variables have a positive influence on employee productivity.

In addition, t-test for these independent variables confirm that they are statistically significant if t-values is greater than 2.

Conversely, the p-value for career growth is insignificant i.e. p-value > 0.05 and t-value < 2. The changes in the predictor variable are not associated with changes in the response variable.

As presented in table 4.12, all the coefficients are found to be positive suggesting that an increase of a unit of job design, workplace environment, career growth, or employee remuneration leads to an increase in employee productivity. The higher the coefficient values of beta, the more influential the independent variable. As evident from the study, workplace environment has the most influence on employee productivity and career growth has the least influence.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the major findings of the study. This study sought to find out the factors influencing employee productivity in County Government of Kajiado. In addition, this chapter provides a direction for further studies and gives some recommendations for policy making by the relevant authorities. Questionnaires were used to gather primary data. The questionnaires comprised of both closed and open-ended questions and were strictly administered by the researcher. Both primary and secondary information was used to determine the findings of the study.

5.2 Summary of Findings

In the previous chapter, the mean and standard deviation of responses of each independent variable revealed that in County Government of Kajiado; the job design was not adequate to influence employee productivity (overall mean=2.62), the employees are given an opportunity to growth their career (overall mean = 4.05), there is no conducive environment (overall mean = 3.38). And finally the employees are well remunerated (overall mean=3.47).

The results of ANOVA test which reveal that three of the independent variables notably job design, workplace environment, and employee remuneration have a significance influence on employee productivity. Since the P value < 0.05 level of significance, there is sufficient evidence to conclude that these independent variables significantly influence employee productivity.

Regression analysis reveals job design coefficient of 0.215 and p-value of 0.022 was found to be significant at 5% significant level and this indicates that job design has a positive influence on employee productivity, workplace environment coefficient of 319 and p-value of 0.004 was found to be significant at 5% significant level and this indicates that workplace environment has a positive influence on employee productivity, career growth coefficient of 0.155 and p-value of 0.149 was found to be insignificant at 5% level of significant and this indicates that career growth has no influence on employee productivity, employee remuneration coefficient of 0.248 and p-value of 0.004 was found to be significant at significant level of 0.001 and this indicates that employee remuneration has a positive influence on employee productivity. This clearly demonstrates that job design, workplace environment and employee remuneration significantly influenced employee productivity.

5.3 Conclusion

The study concludes that job design, workplace environment, career growth and employee remuneration had a significant positive relationship with employee productivity in county offices. The research found out that employees' productivity will improve if their jobs are well designed. Employees will perform best when their roles and responsibilities are clearly outlined, methods of performing the job stated, and allowing them to work in various departments.

The goal of job design and job redesign is to reconstitute jobs or work roles in terms of work functions and worker capabilities that are both appealing to individuals and are in alignment with the organization's strategy and vision (Turner & Lawrence, 2010). Job design involves the planning of the job including its contents, the methods of performing the job, and explains how it relates to other jobs in the organization (Rahim, 2011). Job design and redesign's goal is to

connect the needs of the individuals performing various jobs with the productivity needs of the organization. An important aim for job design and redesign is to provide individuals with meaningful work that fits effectively into the flow of the organization.

The study revealed that although the county government offers training opportunities to its employees, staff at levels do not benefit from career growth after training. It was revealed, through the study, that the inflexible organizational structure, poor policies on promotion, and irrelevant training were responsible for lack of career growth. The study identified setting clear and transparent policies on promotion and free and fair competition for promotion as a few of the strategies that could minimize constraints to career growth. The study also revealed that career advancement had a highly significant effect on employee productivity

In this research, several factors of the workplace environment that affects the employees' productivity was determined. The factors of workplace environment that had been determined are job aid, supervisor support or relationship, opportunity to get promoted, performance feedback, and also the physical work environment. All these elements need to be improved to increase employee productivity. The workplace environment impacts employee morale, productivity and engagement both positively and negatively which in turn enhance performance of the organization positively.

According to Govindarajulu (2004), in twenty-first century, businesses are moving towards more strategic approach of environmental management to enhance their performance through improving and managing performance level of employees. The modern physical environment is distinguished by technology, computers, machines, general furniture, and furnishings, which continually affect the brain and health of employees (Stoessel, 2001). Organizations should

ensure that the physical layout is covering all need of employees such as communication and privacy, formality and informality, functionality and cross-disciplinarily (White, 2011). Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

Finally the study concluded that employee perform better when they are well remunerated. This brings a motivation to work when a proper compensation is given for services/work rendered. Both financial and non-financial compensation are significant in fostering overall organizational commitment which when realized helps maximize employee contribution.

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

Education and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations (Mutsotso, 2010). It further causes employees to exhibit higher feelings of satisfaction, motivation and consequently increase in production. This therefore means organizations that have high capacity building are likely to experience increased performance characterized by a motivated workforce. Skills building initiatives are very

important to employees. Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees. While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work, which in turn leads to increased employee performance. However this development depends on the individual employee's willingness to develop, organizational culture, top management attitude and organizational opportunities for growth

5.4 Recommendations

Based on the above findings, study objectives, significance and limitations of this study, the following are the key recommendations:

To get the benefits associated with increase employee productivity, the jobs should be well designed. Therefore the public service board should clearly outline duties and responsibilities, take into consideration relevant skills, facilitate trainings and workshops to improve employee skills. In addition, the county government should provide all the necessary equipment and machinery which are used to perform daily tasks.

Another important aspect towards employee productivity is a conducive workplace environment. The research showed that some areas need improvement. It's the responsibility of county government to provide comfortable furniture, serene office environment, clean washrooms, adequate security, proper lighting and spacious working environment.

5.5 Limitations of the Study

The respondents were regularly very busy and therefore they required a lot of time in order to fill in the questionnaires. The challenge was overcome by giving the respondents the questionnaires

early and picked them at a later date. This allowed the respondents to fill the questionnaire at their own time.

The responses were uncontrollable as some respondents feared expressing the correct rating of some variables in the county government for fear of victimization. The respondents were explained to that the information would only be used for academic. This allowed them to be confident that they would not be disciplined of the information they gave.

The location in distance while traversing the expansive Kajiado County proved tiring coupled with hot environment and dusty grounds. Effective means of transport were sought by using a private car to access respondents.

The research was concerned only with the effect of job design, workplace environment, career growth, and employee remuneration. It did not take into account other factors that that affects employee productivity.

5.6 Suggestions for Further Research

The study was limited to county offices and never considered other variables; therefore the study recommends that related study be undertaken particularly to investigate the intervening effect of variables like leadership style and competence of county public service board bosses on human resource management in the county government under devolved unit and also in government and non-government offices. Such studies should involve larger samples sizes than 80 which this study used to increase result reliability for further generalization.

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APPENDICES

Appendix 1- Introductory Letter

Dear Respondent,

I am a student at the KCA conducting a research on to establish the factors influencing employee productivity at County Government of Kajiado. You are kindly requested to sincerely respond to the items in the questionnaire. I would like to assure you that all the information you provide will be used strictly for academic purpose and your identity will be kept confidential. Please note that all information given will be treated with utmost confidentiality.

Yours thankfully,

Lilian Lelei

Thank you.

Appendix II- Questionnaire

Guidelines

Please do not write your name in the questionnaire.

Please put a tick in the provided spaces and comment appropriately.

Thanks in advance.

SECTION I: Demographic Information

1. What is your gender? Male Female

2. How old are you?

Age (years)	Below 25	26-35	36-45	46-55	Above 56
Response					

3. What is your highest level of education?

Doctorate Masters Degree Diploma Certificate

Others Specify

4. How many years of experience do you have in the County Government of Kajiado?

Below 1 year between 1-5 between 5-10 above 10 years

5. Which department do you work in?.....

6. What level of management? Senior Middle Management Operational Level

SECTION II: Job Design

Please indicate on the level that you agree to the following statements on the influence of job design on employee productivity at County Government of Kajiado. The following scale will be

applicable: 1= Strongly Agree 2= Agree 3= undecided 4= Disagree 5= Strongly Disagree

No.		1	2	3	4	5
1	Job design ensures utilization of employee skills					
2	Job design enhances employee job scope					
3	By being given many responsibility at work, employees will be able to advance their skills					
4	There is a sense of accomplishment and achievement in performing task assigned to me					
5	Duties and responsibilities are arranged into an organizational unit of work planning					
6	Methods of performing tasks are clearly stated					
7	The job involves the use of a variety of different equipment.					
8	The results of my work are likely to significantly affect the lives of other people.					
9	The job itself provides me with information about my performance.					
10	The job allows me to make my own decisions about how to schedule my work.					
11	Job evaluation is usually performed and feedback given					
12	Skills required to perform tasks are identified					

SECTION III: Workplace Environment

Please indicate the extent to which you agree with the following statements concerning the influence of workplace environment on employee productivity at County Government of

Kajiado. The following scale will be applicable: 5= strongly agree 4= agree 3= undecided 2= disagree 1= strongly disagree

No.		1	2	3	4	5
1	My furniture is comfortable enough to enable me perform my jobs without getting tired					
2	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties					
3	I am happy with my office space and arrangement					
4	A better work environment (spacious office, enough lighting etc.) will make me perform better at my job					
5	Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work					
6	My manager role models high standards for quality performance					
7	I am able to contact senior management or work hand in hand with my superior at the workplace					
8	Washrooms at the county are clean					
9	I believe in and take pride in my work and my workplace.					
10	The culture and emotional climate of the county is generally positive and supportive.					
11	I am encouraged to give honest feedback to my supervisor.					
12	There are no cases of harassment or bullying.					
13	On the job, I frequently communicate with people who work and who do not work for the same organization as I do.					
14	I can freely state my opinion					

SECTION IV: Career Growth

Please indicate the extent you agree to the following statement about influence of career growth on employee productivity at County Government of Kajiado. The following scale will be applicable: 5= strongly agree 4= agree 3= undecided 2= disagree 1= strongly disagree

No.		1	2	3	4	5
1	My organization provides training and development to the employees					
2	My organization helps me identify my training and development needs through performance appraisals					
3	The organization ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance					
4	There is a well-defined Stipulated leaves					
5	Trainings during the employment period is available frequently					
6	Availability of skills development programs					
7	My organization ensures I have achieved all I want to achieve in my career					
8	The organization provides Feedback on my career development needs					
9	The organization acknowledges when I have performed					
10	The organization provides promotion opportunities					
11	Job evaluation results are used to identify area that need training					

12	The organization often give chances to employees to try out own ideas on their job, either before or after checking with their supervisor					
13	Regular appraisals conducted by my organization					

SECTION V: Employee Remuneration

Please indicate on the level that you agree to the following statements on the influence of Employee Remuneration on employee productivity at County Government of Kajiado. The following scale will be applicable: 1= Strongly Agree 2= Agree 3= undecided 4= Disagree 5= Strongly Disagree

No.		1	2	3	4	5
1	My current salary is always paid on Time					
2	The current employment benefits package is fair and equitable					
3	Allowances are paid well in my Organization					
4	salary review are conducted based on clear policy guidelines					
5	I am satisfaction with an organizations benefits package					
6	Equitability of the administered benefits package					
7	My organization pays all Termination benefits					
8	Organization provides merit pay					
9	The organization's county's reward strategy					

	promotes career progression					
10	The organization's reward strategy recognizes superior performance					
11	I am satisfied with the organization reward policy.					
12	My pay and grade is commensurate with the job I do					

SECTION VI: Employee Productivity

Please indicate on the level that you agree to the following statements on relation to the employee productivity. The following scale will be applicable: 1= Strongly Agree 2= Agree 3= undecided 4= Disagree 5= Strongly Disagree

No.		1	2	3	4	5
1	The employee productivity of our County has increased for the last five years					
2	Productivity per employee has a direct relationship with training imparted in the employees					
3	Our County has put in place set target for all the employees as a way of measuring employee productivity					
4	Our County has put in place training programme to enhance the productivity of its employees					
5	Employer expects me to work typical for 8 hours and 7 days a week					
6	Organization provides opportunity to take leave annually					

7	Organization expects me to accomplish all tasks within a stipulated time					
8	Reworking on improving someone's work					
10	My organization ensures there is avoidance of wastage of resources					
11	There is timeliness in everything that ought to be done					
12	Fairness in performance management leads to employee retention					

Appendix III: Schedule of Activities

Activity	May	June	July	August	September
Development and Pilot Study	■				
Adjustments of the proposal		■			
Data collection			■		
Data Coding and Analysis				■	
Report Writing and Compilation					■

Source: Researcher (2017)