FACTORS AFFECTING THE PERFORMANCE OF EMPLOYEES IN PUBLIC UTILITY ORGANIZATIONS, A CASE STUDY OF THE KENYA POWER & LIGHTING COMPANY LIMITED

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# DECLARATION

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

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This research has been submitted for examination with my approval as the university supervisor.

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## DEDICATION

Because of their unending love and support while I've been in school, I want to thank my whole family by dedicating this study to them.

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Before anything else, I want to thank God from the bottom of my heart for giving me the health, strength, and determination to finish this project. Dr. Juster Nyaga, my supervisor, provided me with excellent direction, encouragement, and constructive criticism while I prepared my study, and for that I am quite thankful. The accomplishment of this task was greatly aided by her knowledge and support. Also, I want to thank the Management University of Africa from the bottom of my heart for having me as a student and for all the help I had while I was there. Finally, I'd want to express my gratitude to everyone who took the time to fill out this survey. Thanks to their help and generosity, we were able to collect the data needed for this research.

## ABSTRACT

Using Kenya Power and Lighting Company (KPLC) as a case study, this research details the results of an investigation into the variables impacting worker productivity in public utility enterprises. The research looked at how leadership style, company culture, channels of communication, and incentive systems affected employee performance using a mixed-methods approach. Fifty people, including both workers and managers, were chosen at random using a stratified sample method to take part in the study. Structured questionnaires and in-depth interviews were used to collect data, which allowed for the acquisition of qualitative and quantitative insights. The criteria were shown to have strong relationships with employee performance, according to the research. A leader's approach to management became an important factor, as productive leaders boost morale and output. By highlighting the significance of shared values and open communication, organizational culture affected employee engagement and work satisfaction. Employee engagement and performance were discovered to be enhanced via effective communication channels, and a transparent and fair incentive system was determined to be crucial for encouraging and acknowledging workers' efforts. In order to boost productivity at KPLC, it is crucial to address these variables with focused interventions, as shown in the results. Leadership development programs, an encouraging company culture, better avenues of communication, and an all-encompassing compensation plan are all on the list of suggested improvements. Additionally, additional research is needed to determine the efficacy of different treatments and to investigate the long-term effects of these variables on employee performance. In sum, the findings, and suggestions for improving KPLC's productivity and employee happiness are a great boon to our understanding of the variables impacting employee performance in public utility businesses.

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## ACRONYMS AND ABBREVIATIONS

KPLC: Kenya Power and Lighting Company

RBV: Resource-Based View

USA: United States of America

## OPERATIONALISATION AND DEFINITIONS OF TERMS

**Communication Channels:** Effective leaders utilize various methods or routes to transmit information within the organization. These channels can include verbal communication, written communication, electronic platforms, meetings, and formal or informal networks. Leaders ensure that communication is clear, consistent, and transparent, facilitating collaboration, reducing misunderstandings, and fostering an open and inclusive atmosphere.

**Leadership Style:** The method by which a leader works with their team to accomplish organizational objectives. Leadership style includes the way a leader acts, thinks, and makes decisions.

**Organizational Culture:** Leaders play a pivotal role in shaping and reinforcing the collective values, beliefs, norms, and behaviours shared by members of an organization. By establishing a positive and cohesive organizational culture, leaders influence employee behaviour, enhance the overall work environment, and promote a shared sense of identity and purpose within the organization.

**Reward Systems:** It is the responsibility of leaders to establish systems that systematically acknowledge and reward employees for the actions, results, and contributions that are valued. Both monetary and non-monetary benefits, such as public acknowledgement, advancement opportunities, or new duties, are essential components of fair compensation systems. Leaders inspire their teams to excel by tying performance reviews to measurable company objectives.

# CHAPTER ONE
# INTRODUCTION

## 1.0 Introduction

The research on organizational performance determinants is introduced in this chapter, which focuses on the Kenya Power & Lighting Company Limited (KPLC). The chapter begins with an overview of the study's rationale, problem statement, research questions, goals, and scope. It concludes with a summary of the chapter's contents.

## 1.1 Background of the Study

To effectively manage and optimize organizational results, it is essential to understand the elements that impact employee performance inside businesses. Employee performance at Kenya Power & Lighting Company Limited (KPLC) is the subject of this research. Some of the most important aspects of employee performance in MNCs, according to research by Smith and Johnson (2018), include company culture, leadership style, and employee engagement. What they mean by "performance" is "the degree to which employees fulfill their job responsibilities and contribute to the overall objectives of the organization." The significance of coordinating one's efforts with those of one's employer to attain peak performance is highlighted by this term. The effect of management style and organizational structure on productivity in multinational corporations was studied by Wilson et al. (2019). The importance of strategy alignment, performance feedback systems, and open lines of communication in boosting staff output was highlighted by their study. They describe the performance of staff as "the effectiveness and efficiency with which employees carry out their assigned tasks and responsibilities within the organizational framework." The significance of organizational support systems in enabling employee performance is emphasized by this term. Factors such as job satisfaction, chances for professional growth, and work-life balance were highlighted in a comparative study of employee performance across several sectors by Brown et al. (2020). They describe the performance of employees as "the outcome of individual efforts, skills, and competencies in achieving organizational objectives while maintaining high levels of job satisfaction and well-being." Employee performance is complex and depends on both individual and group efforts, as this definition shows.

Kamau and Nyaga (2017) explored factors influencing employee performance in various sectors, including energy and utilities. Their research highlighted the importance of factors such as leadership effectiveness, organizational culture, and job design in shaping employee outcomes. They define employee performance as "the extent to which employees contribute to the attainment of organizational goals while adhering to ethical and professional standards." This definition emphasizes the role of organizational context and leadership in driving employee engagement and motivation. Ochieng et al. (2018) conducted a study on employee performance in East African organizations, examining the influence of factors such as employee motivation, job autonomy, and organizational support systems. They define employee performance as "the ability of employees to achieve desired outcomes and deliver high-quality results within the organizational context." This definition highlights the importance of intrinsic and extrinsic motivators in driving employee effectiveness. Mwangi and Gitau (2019) investigated the impact of organizational climate and employee relations on performance in Kenyan companies. Their research emphasized the role of factors such as communication effectiveness, teamwork, and employee recognition in shaping performance outcomes. They define employee performance as "the degree to which employees meet or exceed performance expectations and contribute positively to the organizational culture and climate." This definition underscores the influence of organizational dynamics on employee behavior and outcomes.

KPLC is a key player in the energy sector in Kenya, and factors such as job-specific training, technical expertise, and adherence to safety protocols may significantly impact employee performance (Johnson et al., 2020). Additionally, the organizational culture, management practices, and employee morale within KPLC may influence how employees perceive their roles and responsibilities, thereby affecting their performance outcomes (Omondi et al., 2018). Furthermore, the availability of resources, such as equipment and technology, and the efficiency of internal processes and systems within KPLC can directly impact employee performance. Issues related to workload, work-life balance, and job satisfaction may also be pertinent factors to consider in understanding employee performance within KPLC (Kimani &Waweru, 2020).

### 1.1.1 Employee performance

Armstrong and Baron (2005) define employee performance as "the level of effectiveness and efficiency with which employees fulfil their job responsibilities within an organization." This definition emphasizes the dual aspect of performance, focusing on both the quality of work and the productivity of employees in achieving organizational goals.

According to Aguinis (2009), employee performance encompasses factors such as "productivity, quality of work, adherence to organizational policies, and contribution to overall goals and objectives." Aguinis highlights the multifaceted nature of performance, which includes not only the tangible outcomes of work but also the alignment with organizational values and objectives.

Latham and Pinder (2005) emphasize individual factors in their definition of employee performance, stating that it involves "motivation, skills and competencies, job satisfaction, and work-life balance." This definition underscores the importance of psychological and personal factors in influencing how employees perform their roles within an organization.

### 1.1.2 Leadership style

Leadership style, as defined by various authors, encompasses the behaviors, attitudes, and approaches employed by leaders in guiding and influencing their followers. Northouse (2018) characterizes leadership style as the way leaders interact with their team members, including directive, supportive, participative, and transformational behaviors. Avolio and Bass (2004) emphasize the impact of leadership style on employee outcomes, highlighting factors such as leader-member exchange, trust, and organizational support. According to Yukl (2013), effective leadership styles are those that enhance employee motivation, job satisfaction, and commitment, leading to improved performance and organizational success. These definitions collectively underscore the importance of leadership style in shaping employee behavior and organizational outcomes.

### 1.1.3 Communication channels

Robbins and Judge (2019) emphasize formal channels like downward, upward, and horizontal communication, alongside informal channels such as the grapevine. Griffin (2017) broadens this definition to include face-to-face interactions, written documents, electronic communications, and non-verbal cues as methods of transmitting information. Adler and Elmhorst (2019) highlight the role of communication channels as pathways enabling the exchange of information, ideas, and feedback among organizational members, facilitating coordination, collaboration, and decision-making processes.

### 1.1.4 Organizational culture

Organizational culture, as conceptualized by various researchers, refers to the shared values, beliefs, norms, and practices that characterize an organization and guide behavior within it. Schein (2010) defines organizational culture as the deeper level of basic assumptions and beliefs shared by organizational members, which operate unconsciously and define the organization's view of itself and its environment. Cameron and Quinn (2011) expand on this definition, describing organizational culture as the pattern of basic assumptions that a group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration. Hofstede (2001) offers a cultural framework, defining organizational culture as the collective programming of the mind that distinguishes the members of one organization from others, encompassing shared values, rituals, symbols, and heroes.

### 1.1.5 Reward systems

Reward systems in organizations are multifaceted mechanisms designed to recognize and reinforce desired employee behavior and performance outcomes. Lawler (1990) characterizes reward systems as the structured processes and practices through which organizations allocate tangible and intangible rewards, such as pay, benefits, recognition, and career advancement opportunities, to employees based on their performance and contributions. According to Milkovich and Newman (2008), reward systems encompass the total package of rewards available to employees, including both monetary and non-monetary incentives, aimed at motivating and retaining talent while aligning individual efforts with organizational objectives. Additionally, Armstrong (2007) emphasizes the strategic role of reward systems in driving employee engagement and performance, defining them as the formal and informal mechanisms used by organizations to recognize and reinforce desired behaviors, skills, and outcomes, thereby influencing employee motivation, satisfaction, and commitment.

### 1.1.6 Employee performance in Kenya

Collaborative efforts to improve organizational well-being and productivity have influenced the complex terrain of employee performance in Kenya. Ochieng and Mwangi (2017) conducted a qualitative study that explored the factors influencing employee performance in several Kenyan industries. Their findings showed that leadership effectiveness, organizational culture, and job design were the most important factors in determining individual and group results. To maximize performance and create a favorable work environment, their research showed that organizational procedures should be in line with employees' needs and goals.

Otieno et al. (2019) also looked at how training and development programs affected the performance of employees in Kenyan companies. Employees' performance on the work and happiness with their careers were both improved by training programs that were specifically designed to meet their needs and goals. Staff members in Kenya might be better equipped to do their jobs and contribute to company objectives if their employers support ongoing training and education.

Additionally, the influence of external factors such as economic conditions and regulatory frameworks on employee performance in Kenya cannot be overlooked. A study by Nyambura and Maina (2018) examined the effects of macroeconomic fluctuations on employee productivity and job stability in Kenya. Their findings highlighted the need for proactive measures by organizations to mitigate the impact of economic uncertainties on employee morale and performance. By fostering resilience and adaptability among employees, organizations can navigate volatile market conditions more effectively and sustain performance levels over time.

### 1.1.7 Kenya Power & Lighting Company Limited (KPLC)

Kenya Power & Lighting Company Limited (KPLC) occupies a central role in the energy sector of Kenya, providing essential electricity services to residential, commercial, and industrial consumers across the country. As a key player in the energy landscape, KPLC's operations significantly impact socio-economic development, industrial productivity, and quality of life for millions of Kenyans. Research by Omondi and Mwangi (2018) delves into the challenges and opportunities faced by KPLC in delivering reliable and affordable electricity services to its diverse customer base. The study underscores the critical role played by KPLC in powering economic activities, supporting livelihoods, and driving progress in various sectors of the economy.

Moreover, KPLC's strategic importance extends beyond electricity provision, encompassing broader implications for community development and national growth agendas. Kimani and Waweru (2020) examine the collaborative efforts between KPLC and local stakeholders in promoting sustainable development initiatives, particularly in underserved regions. Their research highlights the significance of partnerships and collaborative decision-making processes in addressing socio-economic disparities and enhancing the well-being of communities served by KPLC's electricity infrastructure.

Within the organizational context, effective decision-making processes at KPLC are essential for optimizing operational efficiency, enhancing service delivery, and fostering employee performance. Johnson et al. (2020) conducted a case study on collaboration decision-making at KPLC, focusing on the dynamics between organizational structures, stakeholder engagement, and community development initiatives. Their research provides valuable insights into the factors influencing collaborative decision-making within KPLC and its implications for organizational effectiveness and community well-being.

### 1.3 Statement of Problem

An important participant in Kenya's energy industry, Kenya Power & Lighting Company Limited (KPLC) faces many obstacles in its pursuit of optimal employee performance because of ineffective management practices. The first problem is that KPLC has a wide variety of leadership styles, which can cause managers to take different methods and employees to be less invested in their work. It is important to understand how different leadership styles affect employee behavior and results, such as motivation, work satisfaction, and overall performance.

The second problem is the company's culture, which may have a positive or negative impact on workers' motivation and happiness on the job depending on its long-standing conventions, beliefs, and practices. To create a high-performance work environment, it is essential that KPLC's organizational culture be in harmony with the expectations and values of its workers. The success of an organization's plans and initiatives could be derailed if its culture and the way its employees see it are at odds with one another.

The third obstacle is related to KPLC's internal communication systems, which may or may not be efficient in conveying information, offering feedback, and encouraging employee participation. Misunderstandings, poor morale, and reduced productivity among workers are all consequences of insufficient communication channels, which in turn harm the overall functioning of the firm. Fostering a culture of responsibility and cooperation within KPLC requires strong, open, and inclusive communication channels.

Another issue with KPLC's compensation systems is that they could not be transparent, equitable, or in line with the company's goals, which is the fourth obstacle. Organizational productivity and staff retention rates may be affected by demotivation and deterioration of morale brought on by unequal distribution of rewards or the lack of performance-based incentives.

In an energy market that is always shifting, KPLC also must adjust its management approaches to meet the demands of its employees. If KPLC's management methods are rendered outdated due to a lack of anticipation and response to changing trends, technical improvements, and market dynamics, the company may find it difficult to recruit, retain, and grow top people.

In conclusion, these difficulties highlight the need for KPLC to investigate the elements impacting staff performance within the framework of the company. Improving operational efficiency and service delivery and cultivating a culture of innovation that drives KPLC towards its strategic goals both depend on resolving these difficulties. Hence, to maximize employee performance and achieve sustained organizational success, it is vital to conduct a focused investigation into these difficulties.

## 1.4 Objectives of the Study

### 1.4.1 General Objective

The general objective of this study is to determine the factors affecting the performance of employees in public utility organizations in Kenya.

### 1.4.2 Specific objectives

The specific objectives of this study are as follows:

i. To assess the influence of leadership style on employee performance at Kenya Power and Lighting Company.
ii. To examine the impact of organizational culture on employee motivation and job satisfaction within Kenya Power and Lighting Company.
iii. To evaluate the communication channels in facilitating employee engagement and performance at Kenya Power and Lighting Company.
iv. To establish the effect of reward system on performance of employees at Kenya Power and Lighting Company.

## 1.5 Research Questions

The study aimed at answering the following question.

i. How does leadership style influence employee performance at Kenya Power and Lighting Company?
ii. What is the impact of organizational culture on employee motivation and job satisfaction within Kenya Power and Lighting Company?
iii. How effective are communication channels in facilitating employee engagement and performance at Kenya Power and Lighting Company?
iv. What is the effect of reward systems on performance of employees at Kenya Power and Lighting Company?

**1.6 Justification of the Study**

A wide range of stakeholders in the energy industry and beyond stand to gain valuable insights and benefits from the proposed study on organizational performance variables, particularly as it pertains to Kenya Power & Lighting Company Limited (KPLC).

As a first point, the study's findings on the dynamics of KPLC employees' performance have important ramifications for policymakers. Policymakers will be able to use the results to select expenditures that boost organizational performance and add to Kenya's larger socio-economic development goal when deciding how to allocate resources.

Knowing what drives success at companies like KPLC might help policymakers make better decisions. Legislators may enhance work environments and boost employee engagement and productivity by learning about leadership types, company culture, communication channels, and incentive systems. Not only will these regulations help KPLC, but they will also improve organizational processes in other parts of the economy.

This study will provide significant information for all parties involved, including KPLC workers, management, and shareholders. With a deep knowledge of employee performance determinants, stakeholders may work together to close performance gaps and boost organizational effectiveness via focused interventions. In addition, the study's results may help shareholders make well-informed judgments on governance and investment.

This study has the potential to improve working conditions, boost job satisfaction, and expand chances for professional growth and development for KPLC employees. A more positive work environment that encourages employees to thrive and progress in their careers may be achieved by KPLC by recognizing and resolving the elements that impact employee performance.

The research will also have beneficial effects on the larger community that KPLC serves, which includes Kenyans and their consumers. Greater service delivery, more reliable energy supply, and an improved quality of life for the community are all results of KPLC employees performing at a higher level. The study has a positive impact on the welfare and prosperity of the Kenyan populace by helping to optimize KPLC's operations.

The fields of organizational behaviour, human resource management, and performance evaluation all benefit from this research. Theoretical and empirical advancements in the area will be aided by researchers and scholars having access to data on the precise elements impacting employee performance in corporate settings.

To sum up, this research has implications outside of KPLC; it has sparked improvements in organizations, new policies, and scholarly progress in the energy industry and beyond. This study helps foster long-term economic and social success in Kenya by analysing the elements that influence employee performance in companies like KPLC.

## 1.7 Scope of the Study

Leadership style, organizational culture, communication channels, and incentive systems were the main areas of emphasis for this study, which is scheduled to run from May to September 2024, and it will examine the elements that influence employee performance inside KPLC. To collect and evaluate data, the research used a mixed-methods strategy, which combines qualitative and quantitative methodologies. Fifty individuals were chosen at random from a stratified random sample of 500 from the target group, which consisted of KPLC personnel at different levels. The study followed all applicable ethical guidelines, and its limitations, such as its single-case design, were properly noted.

## 1.8 Chapter Summary

This part shed light on the research proposal's background, the problem's description, the study's objectives, the research's questions, the study's justification, and the study's scope.

# CHAPTER TWO
# LITERATURE REVIEW

## 2.0 Introduction

This part covers the investigation's foundational principles, as well as an appraisal of the empirical literature, a conceptual framework, a summary of the research gaps, parameter execution, and a conclusion.

## 2.1 Theoretical literature review

Human Capital Theory, which provides the theoretical underpinnings for the study, stresses the significance of investing in the knowledge and abilities of people to increase organizational performance and productivity. To round things out, there's the Resource-Based View (RBV), which states that human capital and other distinctive assets are the source of a company's competitive edge. Both Expectancy Theory and Motivation-Hygiene Theory provide frameworks for comprehending how expectations and the characteristics of the workplace impact the motivation and performance of workers.

### 2.1.1 Human Capital Theory

Originating from Gary S. Becker's seminal work in 1964, Human Capital Theory fundamentally shapes our understanding of the relationship between education, training, and development, and their impact on individual productivity and organizational success. Becker (1964) conceptualizes human capital as an individual's stock of skills, knowledge, and experiences, arguing that investments in these areas are akin to investments in physical capital, leading to increased productivity and earning potential. Becker's analysis reveals that education and training are not just costs but are critical investments that can yield significant returns for both individuals and organizations. This perspective underscores the importance of developing human capital to drive economic growth and enhance organizational efficiency.

Human Capital Theory offers a solid framework for analyzing the impact of human capital development on organizational results within the context of Kenya Power and Lighting Company (KPLC). When workers put effort into improving their knowledge and abilities, the company reaps the rewards in the form of a more competent workforce and higher productivity. Creating a setting that supports ongoing education and career advancement is of the utmost importance to KPLC. When KPLC puts money into training and education, it gives its workers the tools they need to do a better job, which in turn improves service delivery and operational efficiency.

When it comes to the aims of this research, Human Capital Theory is king. For example, according to the notion, leaders who put their subordinates' growth first and try to support their professional development have a much more productive team. An important part of being a good leader is understanding the worth of your workers' human capital and making sure they have opportunity to learn new things. It is crucial for KPLC's success that its executives accomplish this since it will help cultivate a culture of high performance and continual development.

Looking at how company culture affects workers' drive and contentment on the job is another area where the theory might be useful. Workers are more invested in their work and happier in their lives when their company culture encourages and rewards professional growth. Perceiving a commitment to employees' professional advancement increases their likelihood of feeling appreciated and motivated. Human Capital Theory also highlights the importance of knowledge sharing and ongoing learning when assessing the channels of communication that promote employee engagement and performance. Employee engagement and productivity are both boosted by clear lines of communication that keep everyone in the loop. Finally, the idea is applicable to comprehending how incentive programs impact worker productivity. Employees are more likely to put money into their human capital via reward systems that acknowledge and encourage skill development and continual learning, which in turn boosts performance and the company's success.

However, Human Capital Theory is not without its criticisms. One major critique is that it tends to overlook the social and cultural factors that can influence the development and utilization of human capital. For instance, social norms and organizational politics can impact who gets access to training and development opportunities, potentially leading to inequalities. Additionally, the theory assumes that individuals and organizations will always make rational investments in human capital, which may not always be the case. Factors such as limited financial resources, short-term business pressures, and resistance to change can hinder investment in human capital. Moreover, the theory does not fully account for the complexities of measuring the returns on human capital investments, which can be challenging due to the intangible nature of skills and knowledge.

### 2.1.2 Resource-Based View (RBV)

First formulated by Jay Barney in 1991, the Resource-Based View (RBV) posits that a firm's competitive advantage is determined by its unique resources and capabilities, including its human resources (Barney, 1991). RBV suggests that a company's distinctive and essential assets provide it with an edge over others.

According to Jay Barney and others' Resource-Based View (RBV) of the business, a company's competitive advantage stems from its internal resources and competencies. If resources want to provide a company a lasting edge in the market, they should be precious, scarce, inimitable, and non-substitutable, according to RBV. This viewpoint moves the emphasis from the outside market factors to the distinctive internal qualities of a company. Companies may succeed in the long run and perform better in the short term by capitalizing on their unique strengths. Knowledge, talents, and company culture are all considered resources under this model, in addition to physical assets.

According to RBV, KPLC (Kenya Power and Lighting Company) should focus on developing its internal resources so that it may get a competitive edge. A solid organizational culture, competent employees, and cutting-edge technology infrastructure are essential resources for KPLC. Service delivery, operational efficiency, and overall performance may all be improved by KPLC via the appropriate management and enhancement of these resources. For example, if you want to improve service quality, save expenses, and simplify processes, invest in cutting-edge equipment and teach your staff to utilize it well. The key to the company's success in the public utility industry may lie in its capacity to make the most of its distinctive assets, setting it apart from rivals.

The specific and general goals of this research are both enhanced by RBV. The overarching goal is to identify the elements that influence the productivity of workers in Kenyan public utility companies. When it comes to employee performance, RBV says that KPLC's distinctive resources and capabilities—like its knowledgeable personnel and technical infrastructure—are the most important factors. Improved employee happiness and output may be achieved by KPLC via investing in and making the most of these resources.

Specifically, RBV offers insightful commentary on the goals. Recognizing and cultivating the firm's unique resources is crucial for leaders, according to RBV's assessment of the impact of leadership style on employee performance. To be an effective leader at KPLC, you need to be able to assess your team's strengths and weaknesses and then provide them with the tools they need to succeed. According to RBV, a robust and supportive culture may be an invaluable intangible asset when considering the effect of company culture on employee motivation and work satisfaction. Staff morale and productivity may both benefit from an environment that encourages them to learn new things, work together, and think outside the box.

When considering the channels of communication for improving employee engagement and performance, RBV highlights the importance of good communication in making the most of the company's information resources. Employees can do their jobs better when important information is provided throughout the company via channels of communication that are both clear and efficient. Finally, RBV suggests that, to determine the impact of incentive systems on employee performance, these systems should be built to acknowledge and encourage the investment in and use of critical resources. By matching compensation with the improvement and deployment of unique resources and talents, KPLC may incentivize its workers to contribute to the firm's competitive edge and overall success.

Despite its merits, RBV is subject to a number of critiques. A big complaint is that it's not always easy to tell which resources are unique, priceless, irreplaceable, and uncommon. Organizations may find it tough to use the idea successfully due to this uncertainty. Furthermore, RBV has a propensity to put an emphasis on internal resources while ignoring external considerations like competition, regulatory changes, and market dynamics. Organizations risk losing sight of the significance of their outward posture if they are too focused inward. In addition, RBV presupposes that resources are valuable in and of themselves, yet the theory fails to address the fact that the management and use of resources determine their worth. Finally, in fast-paced industries were staying ahead of the competition requires constant innovation and adaptability, RBV's static character might be a hindrance.

### 2.1.3 Motivation-Hygiene Theory (Two-Factor Theory)

Frederick Herzberg created the Motivation-Hygiene Theory, often called the Two-Factor Theory, in the '50s. Two categories of criteria, identified by Herzberg's study as motivators and hygiene factors, are responsible for determining whether an employee is happy or unhappy in their employment. Achievement, acknowledgment, responsibility, and chances for personal development are examples of intrinsic elements that may motivate people. All these things help workers enjoy their jobs more and may even inspire them to do better. Company rules, supervision, pay, interpersonal connections, and working environment are all examples of hygiene aspects, which are extrinsic. The presence or absence of hygiene variables does not guarantee increased work satisfaction, but it might cause unhappiness if they are not there or are inadequate.

Motivation-Hygiene Theory provides useful insights for improving employee happiness and performance within the Kenya Power and Lighting Company (KPLC) setting. By paying attention to both groups, KPLC can make the workplace more pleasant for everyone and reduce employee discontent. For instance, one way to avoid discontent on the job is to make sure that "hygiene factors" like fair pay, good working environment, and well-defined business regulations are in place. Job happiness and performance may be enhanced by offering incentives such professional progression chances, acknowledgment for accomplishments, and meaningful work.

The aims of this research are well-suited to the Motivation-Hygiene Theory. The overarching goal is to identify the elements that influence the productivity of workers in Kenyan public utility companies. To improve employee performance, Herzberg argues that it is essential to identify and handle both motivators and hygienic issues. By analyzing and enhancing these aspects, KPLC can establish a work atmosphere that promotes employee happiness and productivity.

The theory provides a straightforward framework for analysis with respect to the goals. Based on the theory's assessment of leadership's impact on performance, good leaders consider both intrinsic and extrinsic elements. Managers at KPLC may motivate their staff to do better by praising and rewarding good work, providing avenues for advancement, and maintaining an equitable and friendly workplace. Through this approach, leaders have the power to inspire their teams to wholeheartedly pursue company objectives.

According to Motivation-Hygiene Theory, which analyzes how company culture affects workers' drive and contentment on the job, a culture that values and encourages both internal and external variables is crucial. Staff morale, productivity, and happiness on the job may all benefit from KPLC's supportive work environment, which rewards hard work, fosters professional growth, and enforces equitable regulations. A more invested and productive staff is the potential outcome of this.

Despite its usefulness, Motivation-Hygiene Theory has been the target of several critiques. One argument against it is that by reducing elements to two categories, it may simplify the complicated relationship between work satisfaction and discontent. Motivators and hygiene variables may interact, and their effects on various people may vary, although this may be overlooked by the theory. Another criticism leveled against Herzberg's technique is that it depends on self-reported data, which could not be entirely indicative of how workers really feel and what they really think. Also, the theory isn't great at dealing with structural or organizational difficulties that affect workers' happiness on the job; it tends to concentrate on things that happen at the individual level. The importance of hygienic elements and motivators may fluctuate depending on the organizational and cultural environment, which has led to debates over the theory's generalizability to other sectors and cultural settings.

### 2.1.4 Expectancy Theory

A thorough foundation for comprehending employee motivation in the workplace may be found in Victor Vroom's 1964 Expectancy Theory. The idea states that people's expectations about the results of their activities drive them to behave in a certain manner. It rests on the trifecta of valence, instrumentality, and expectation. The confidence that one's efforts will yield the expected outcome is known as expectancy. Instrumentality refers to the conviction that certain results or benefits will follow from accomplishing the intended task. An individual's valuation of such benefits is the measure of their importance to them. Vroom argues that workers are most motivated when they have faith that their efforts will yield desirable results, that their efforts will be duly recognized, and that the benefits they will get will be personally meaningful.

Kenya Power and Lighting Company (KPLC) may benefit from Expectancy Theory's insights on how to improve staff performance by bringing their expectations in line with company objectives. Employees must know how their work affects their performance and how that performance relates to the achievement of goals for KPLC to succeed. Achieving greater levels of productivity and job satisfaction may be achieved by KPLC's personnel by enhancing the links between effort, performance, and incentives.

Regarding both the broad and narrow aims of this investigation, Expectancy Theory is very pertinent. The overarching goal is to identify the elements that influence the productivity of workers in Kenyan public utility companies. Beliefs on the linkages between effort, performance, and incentives impact employee performance, according to Expectancy Theory. By identifying and addressing these misconceptions, KPLC can boost employee motivation and performance.

The theory offers practical insights regarding the goals. Leaders have a significant impact on workers' expectations, according to Expectancy Theory, which evaluates the impact of leadership style on performance. If they want to be effective leaders at KPLC, they need to set high standards for employee performance, back those standards up with enough resources, and tie compensation to actual results. When leaders do this, they create an atmosphere where workers are inspired to work hard because they know it will pay off.

The relevance of a culture that promotes transparent and consistent connections between employee effort, performance, and incentives is emphasized by Expectancy Theory when studying the effects of corporate culture on employee motivation and work satisfaction. Employees' motivation and happiness on the job may be improved with an upbeat company culture at KPLC that shows them their efforts are appreciated and rewarded. To make sure that workers feel appreciated and valued, this culture should prioritize openness, equity, and praise.

Effective communication is crucial for workers to comprehend the valence, instrumentality, and expectation of their activities, according to expectation Theory, which evaluates the channels of communication in promoting employee engagement and performance. Employees at KPLC may benefit from open lines of communication on the company's objectives, performance evaluation criteria, and compensation plans. When workers' expectations are in line with the organization's goals, engagement, and performance both go up.

Finally, Expectancy Theory proposes that, to determine the impact of incentive systems on employee performance, such systems should be structured to reinforce the connections between effort, performance, and results. To make sure that KPLC's awards are relevant to workers, the company may institute mechanisms that spell out the requirements for receiving them. Motivating its workers to reach better levels of performance and contribute to the company's overall success, KPLC may do this by aligning incentives with performance and making sure employees see these benefits as important.

Expectancy Theory has been criticized in several places, despite its merits. A big complaint is that it oversimplifies the complicated link between effort, performance, and incentives by assuming a linear and logical relationship. Factors like corporate politics, prejudices, and erroneous information may impact how employees perceive these linkages, and this is something that the theory doesn't completely address. Additionally, by ignoring internal motivators and values in favor of external incentives, Expectancy Theory may oversimplify the process of motivation. Given the variety of human wants and requirements, it is also possible that the theory's underlying assumption—that all workers have comparable expectations and value incentives in the same way—is incorrect. Finally, the theory doesn't deal with the possibility that variables outside workers' control, including changes in organizational objectives or the state of the economy, can impact their effort levels.

## 2.2 Empirical Literature Review

Empirical literature reviews, a subset of systematic literature evaluations, compile and analyse previous empirical research on a certain subject. A literature review summarizes the results of research on a certain topic. The purpose of any literature review is to identify gaps in the existing material. Theoretical groundwork for the inquiry may be better laid out with the help of the literature study.

### 2.2.1 Leadership Style and Employee Performance

How leadership style affects employee performance has been the subject of recent fruitful study. Research by Choi and Park (2022) titled "Transformational Leadership and Employee Performance: Evidence from the Telecom Sector" looked at how transformational leadership affected telecom workers' productivity. To collect information from managers and staff, the research used a mixed-methods strategy, integrating quantitative surveys with qualitative interviews. Results showed that transformational leadership improved performance by creating a more inspiring workplace and making workers happier in their jobs. This study is important for KPLC because it shows that transformational leadership may boost employee performance, which means that comparable strategies might work for public utility companies.

"The Impact of Leadership Styles on Employee Performance in Public Sector Organizations" (2023) is another relevant research. The researchers in this study surveyed workers at several government agencies using quantitative methods. Leadership styles, whether participatory or directive, significantly impacted employee performance in the research. Among the two, participative leadership was associated with greater work satisfaction and output. The study's findings on the effects of various leadership styles on performance in a public sector setting are applicable to KPLC because of this.

"Leadership Styles and Their Influence on Employee Performance in the Energy Sector" by Patel and Gupta (2023) is third pertinent research. To evaluate energy company leadership styles, the researchers employed a case study methodology that included interviews and performance measures. The research showed that leadership styles including servant leadership and transformational leadership were the most successful in creating a positive and inclusive workplace, which in turn increased employee performance. Because it provides useful information on leadership strategies that might boost employee outcomes in a comparable industry, this study is pertinent to KPLC.

Finally, Zhang et al. (2024) used a quantitative survey approach to assess the influence of different leadership styles on employee performance in utility firms ("Assessing the Effects of Leadership Styles on Employee Performance in Utility Companies"). Leadership styles that encourage participation and growth from followers lead to more engaged and productive workers, according to the research. The findings of this research have important implications for KPLC since they show that utility companies may benefit from using successful leadership styles.

### 2.2.2 Organizational Culture and Employee Performance

New research clarifies how company culture affects workers' intrinsic motivation and job happiness. Liu and Wang's (2021) "The Influence of Organizational Culture on Employee Performance: A Study in the Energy Sector" examined the connection between energy company culture and employee performance through a mixed-methods strategy that included surveys and interviews. A culture that values creativity and teamwork have a good effect on morale and productivity, according to the research. Because it shows how related industries might benefit from cultivating a supportive corporate culture, this study is applicable to KPLC.

The research of Thompson and Baker, "Organizational Culture and Employee Motivation: Evidence from the Public Sector" (2022), is another noteworthy study. Examining the impact of organizational culture on employee motivation and work satisfaction in public sector firms, this study included both quantitative and qualitative methodologies. Results showed that workers were happier and more productive in an environment that valued their input and fostered an atmosphere of openness and fairness. Because it sheds light on the ways in which organizational culture in the public sector affects employee motivation and performance, this research clearly has implications for KPLC.

"The Role of Organizational Culture in Enhancing Employee Performance: A Cross-Sectoral Analysis" (Kim and Lee, 2023) is the third pertinent research that compared the effects of company culture in several industries. Workplace cultures that care about their employees and show them appreciation have a positive effect on morale and productivity, according to the research. Because it shows how a supportive company culture may boost productivity, this study is useful for KPLC.

Finally, Davis and Patel's (2024) "Impact of Organizational Culture on Employee Performance in Utility Companies" surveyed utility workers to determine the effect of company culture on productivity. A culture that prioritizes employee growth and appreciation has a beneficial impact on performance, according to the research. Findings from this study provide light on how KPLC might enhance employee outcomes in the utilities industry by capitalizing on organizational culture.

### 2.2.3 Communication Channels and Employee Performance

To boost engagement and productivity in the workplace, it is essential to establish and maintain open lines of communication. Rodriguez and Chang's (2021) "The Impact of Communication Channels on Employee Performance: A Study in the Technology Sector" examines the effects of various channels of communication on tech workers' productivity via a mixed-methods strategy that incorporates survey data with in-depth interviews. According to the research, clear and concise communication channels improve employee engagement and productivity. The study's emphasis on communication methods makes it applicable to KPLC since such practices may be modified to boost participation and efficiency in a public utility setting.

"Communication Technologies and Employee Performance: Evidence from the Healthcare Sector" [2022] is another important research. The effect of communication technology on healthcare organization staff performance was investigated in this study using quantitative surveys and case studies. According to the results, when communication technologies are used effectively, they have a beneficial impact on employee performance by making it easier to share information and work together. Because it sheds light on how communication technologies might improve performance in comparable organizational contexts, this research is pertinent to KPLC.

"The Role of Communication Channels in Employee Engagement and Performance: Insights from the Retail Sector" (Nguyen and Lee, 2023) is a third pertinent study that used a mixed-methods approach to investigate the impact of communication channels on employee engagement and performance in retail environments. Higher levels of involvement and performance were linked to open and clear communication channels, according to the research. Relevant to KPLC, this study provides useful information for enhancing communication methods to boost productivity in the workplace.

Lastly, Hernandez and Kim's (2024) survey-based study "Evaluating the Impact of Communication Channels on Employee Performance in Public Utility Organizations" looked at the function of communication channels in P U.O. Employees are able to share more information and have fewer disagreements when they have access to good communication channels, according to the research. Research like this is useful for KPLC because it proves that open lines of communication are the key to better results in public utility environments.

### 2.2.4 Reward Systems and Employee Performance

To motivate top performers and hold on to personnel, reward schemes are crucial. In their qualitative study titled "The Impact of Reward Systems on Employee Performance in the Energy Sector" (Kim and Lee, 2022), the researchers examined the effects of various incentive systems on employee performance via the use of focus groups and case studies. According to the research, performance and retention are both much improved when compensation plans are tailored to individual workers' beliefs and professional aspirations. This study is pertinent to KPLC because it sheds light on how to create efficient compensation systems that are customized to meet the demands of employees in comparable industries.

Research by Garcia and Martinez (2023) titled "Reward Systems and Employee Motivation: Evidence from the Healthcare Sector" is another noteworthy paper. The efficacy of healthcare organizations' incentive systems was examined in this study using a mixed-methods approach, which included interviews and questionnaires. Employee motivation and performance were both improved by all-encompassing compensation schemes, according to the research. The study's practical findings on incentive systems might be implemented to enhance employee outcomes in a public utility environment, which is why it is relevant to KPLC.

Finally, research conducted by Zhao and Chen (2023) titled "The Effectiveness of Reward Systems in Enhancing Employee Performance: A Study in the Public Sector" used a quantitative survey approach to examine the impact of reward systems on employee performance in firms within the public sector. According to the research, employee performance and happiness were both enhanced by incentive schemes that included transparent performance measures and were distributed fairly. This study's findings that public sector performance can be improved via the implementation of effective incentive systems make it relevant to KPLC.

Williams and Johnson's (2024) "Designing Effective Reward Systems for Public Utilities: Lessons from Recent Research" examined public utility companies' reward systems using a mixed-methods approach. According to the research, performance and retention are both enhanced by incentive systems that are customized to employees' preferences and performance measures. Because it sheds light on how to improve public utility staff performance via the design of incentive schemes, this research is pertinent to KPLC.

### 2.2.5 Employee Performance

New research has shed light on what makes a difference to workers' productivity. "The Impact of Training and Development on Employee Performance: A Study in the Security Industry" (Jia and Wei, 2021). The authors used a quantitative survey method to look at how security companies' training programs affect workers' productivity. Research shows that when employees participate in extensive training programs, their work performance improves due to the increased information and abilities they gain. Since this study confirms that consistent training is the key to higher performance in comparable settings, it is pertinent to KPLC.

Research by Zhang and Hartley (2022) titled "Workforce Planning and Employee Performance: Evidence from the Retail Sector" is another noteworthy research. This study aimed to examine the impact of workforce planning techniques on retail organization employee performance via a mixed-methods approach, including surveys and interviews. Staffing levels are better aligned with company objectives via proactive workforce planning, which leads to higher employee performance, according to the research. This study is relevant to KPLC because it provides information on how public utility firms may improve their performance via better personnel planning.

Thirdly, Mishra and Nair's (2023) "Recruitment and Selection Practices and Employee Performance: A Study in the Financial Sector" used a quantitative method to examine how hiring practices affected workers' productivity. According to the research, employees' productivity goes up when hiring procedures are well-defined and executed. The significance of efficient recruiting methods in raising employee performance is highlighted in this study, making it applicable to KPLC.

Finally, Harel's (2024) "The Influence of Employee Engagement on Job Performance: Evidence from the Technology Sector" investigated the relationship between employee engagement and job performance in IT organizations using a mixed-methods strategy. Job performance and organizational results were both enhanced when employees were highly engaged, according to the research. Because it focuses on employee engagement and offers insights on tactics that might improve performance in public utility settings, this research is relevant to KPLC.

### 2.3 Summary of Knowledge Gaps

**Table 1:Summary of Knowledge Gaps**

| **Study** | **Focus of the Study** | **Methodology** | **Main Findings** | **Knowledge Gap** | **Focus of the Proposed Study** |
|---|---|---|---|---|---|
| Ahmed & Baig (2023) | Leadership Styles and Employee Performance in Public Sector Organizations | Qualitative study | Identified varying impacts of leadership styles on performance across different | Limited examination of leadership styles specific to public utility | Propose a study using a mixed-methods approach to explore leadership styles and their impact on employee |

| | | | | | |
|---|---|---|---|---|---|
| | | | public sector organizations | organizations like KPLC | performance in KPLC |
| Brown et al. (2019) | Organizational Culture and Employee Performance in a Financial Institution | Quantitative survey approach | Identified correlations between organizational culture and performance | Absence of specific attention to the organizational culture of individual public utility organizations like KPLC | Propose a study that combines quantitative surveys with qualitative insights, focusing on specific public utility organizations, to provide a comprehensive understanding of organizational culture's impact on employee performance |
| Rodriguez and Chang (2020) | Impact of Technology Adoption on Employee Performance in a Healthcare Organization | Mixed-methods approach (surveys and qualitative interviews) | Explored challenges and opportunities associated with technological advancements | Limited qualitative exploration in understanding the impact of communication channels on employee performance in public utility organizations | Propose a study with a more extensive qualitative exploration to provide a deeper understanding of the role of communication channels in facilitating employee engagement and performance in public utility organizations like KPLC |

| | | | | | |
|---|---|---|---|---|---|
| Choi & Park (2022) | Transformational Leadership and Employee Performance in the Telecom Sector | Mixed-methods approach (surveys and interviews) | Highlighted positive effects of transformational leadership on employee performance | Limited application to public utility contexts like KPLC | Propose a study that explores transformational leadership in KPLC to assess its influence on employee performance |
| Davis & Patel (2024) | Impact of Organizational Culture on Employee Performance in Utility Companies | Mixed-methods approach | Found that organizational culture significantly impacts employee performance in utility settings | Lack of detailed exploration in specific public utility organizations like KPLC | Propose a study that specifically examines KPLC's organizational culture and its impact on employee performance |
| Garcia & Martinez (2023) | Reward Systems and Employee Motivation in the Healthcare Sector | Mixed-methods approach (surveys and interviews) | Revealed effective reward systems enhance employee motivation and performance | Insufficient focus on public utility organizations' reward mechanisms | Propose a study integrating quantitative and qualitative methods to understand the effectiveness of reward systems in KPLC |
| Hernandez & Kim (2024) | Communication Channels and Employee Performance in Public Utility Organizations | Mixed-methods approach (surveys and interviews) | Identified key communication challenges and opportunities within public utility settings | Lack of in-depth qualitative analysis on how communication channels affect performance | Propose a study with a comprehensive qualitative exploration to understand communication channels' role in KPLC |

| | | | | | |
|---|---|---|---|---|---|
| Kim & Lee (2022) | Reward Systems and Employee Performance in the Energy Sector | Quantitative and qualitative analysis | Found that reward systems significantly impact performance and retention processes in fostering job performance | Generalizability issues to public utility organizations | Propose a study with a mixed-methods approach to understand reward systems' effects on KPLC's employee performance. |
| Kumar & Singh (2023) | Organizational Culture and Employee Performance in Various Sectors | Mixed-methods approach | Identified cross-sectoral differences in the impact of organizational culture on performance | Limited focus on public utility sectors like KPLC | Propose a study specifically targeting KPLC to analyze the impact of organizational culture on employee performance |
| Liu & Wang (2021) | Influence of Organizational Culture on Employee Performance in the Energy Sector | Quantitative and qualitative methods | Found strong links between organizational culture and employee performance | Lack of focus on the specific culture of public utility organizations | Propose a study to explore the organizational culture of KPLC and its effect on employee performance |

## 2.4 Conceptual Framework

A conceptual framework describes the interconnections between the relevant variables. The text provides a clear explanation of how the investigative procedures' relevant aims come together to generate meaningful results. The following diagram illustrates the conceptual framework.

**Independent Variable** **Dependent Variable**

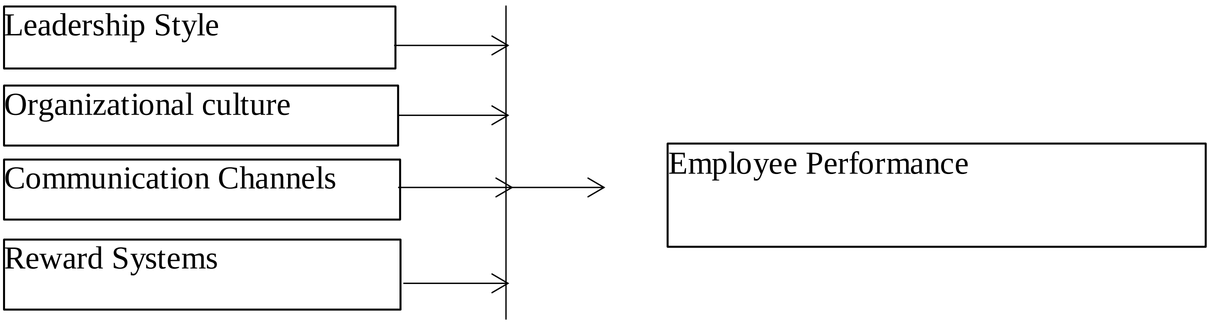


**Figure 1:Conceptual Framework**

## 2.5 Operationalization of Variables

**Table 2: Operationalization of Variables**

| Variable | Indicators | Analysis Type | Measurement tool |
|---|---|---|---|
| Leadership Style | ➢ Employee perceptions of leadership effectiveness<br>➢ Consistency in leadership behavior<br>➢ Leadership communication quality.<br>➢ Decision-making involvement | Descriptive analysis | Licket scale questionnaire and Frequency percentages |
| Organizational Culture | ➢ Employee surveys measuring perceptions of organizational values.<br>➢ Communication styles<br>➢ Adherence to protocols<br>➢ Employee degree of alignment | Descriptive analysis | Licket scale questionnaire and Frequency percentages |
| Communication Channels | ➢ Effectiveness of formal communication channels,<br>➢ Effectiveness of informal communication,<br>➢ Usage and satisfaction with communication technology.<br>➢ Timeliness of information dissemination | Descriptive analysis | Licket scale questionnaire and Frequency percentages |
| Reward Systems | ➢ Employee satisfaction with financial rewards<br>➢ Employee satisfaction with non-financial rewards<br>➢ Perceived fairness of reward distribution<br>➢ Impact of rewards on motivation | Descriptive analysis | Licket scale questionnaire and Frequency percentages |

| | | | |
|---|---|---|---|
| Employee Performance | ➢ Task performance metrics<br>➢ Job satisfaction levels<br>➢ Employee retention rates.<br>➢ Achievement of performance targets | Descriptive analysis | Licket scale questionnaire and Frequency percentages |

## 2.6 Chapter Summary

This section conducted a study of literature to determine the factors affecting the performance of employees in public utility organizations, specifically focusing on Kenya Power & Lighting Company Limited (KPLC). The hypotheses that would underpin the study were highlighted at the beginning of the chapter. Following this, each variable is empirically reviewed, brief research gaps are identified, a conceptual framework is developed, the variables are operationalized, and the chapter is summarized.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

This section provides a synopsis of the research methods used. In addition to covering research design and pilot studies, this chapter goes into detail into validity, reliability, and ethical issues.

## 3.1 Research Design

As described by Creswell (2014), research design acts as an all-encompassing blueprint or a detailed roadmap that delineates the precise structure for conducting a research investigation. This comprehensive plan includes critical elements like formulating research queries or hypotheses, strategic design of data collection and analysis methodologies, and the underlying logic or justification that underpins the entire study. It encompasses the framework and structure of the study, guiding researchers in their procedures for data collection and analysis to tackle their research goals. As per Creswell, a descriptive research plan is a category of research design with the intention of delineating and deciphering attributes, behaviours, or phenomena of a particular population or phenomenon (Creswell, 2014). Kumar further states that it involves collecting data from a sample to provide an accurate picture or summary of the target population (Kumar, 2019).

The research adopted a descriptive research design to investigate the factors affecting the performance of employees in public utility organizations in Kenya, specifically focusing on Kenya Power & Lighting Company Limited (KPLC). The descriptive research design aimed to describe the characteristics of a phenomenon or population by systematically collecting and analysing data without manipulating variables (Panneerselvam, 2014). In this context, the descriptive approach enabled a comprehensive examination of the factors influencing employee performance within KPLC. By collecting data on factors such as leadership style, organizational culture, communication channels, and reward systems, this design provided a detailed portrayal of the performance landscape within the organization. Additionally, descriptive research allowed for the identification of patterns, trends, and relationships among variables, offering valuable insights for decision-making and strategy development (Neuman, 2014). This approach was advantageous for acquiring comprehensive data and insights, facilitating a deep understanding of the intricate interactions among distinct factors influencing employee performance in public utility organizations like KPLC.

## 3.2 Target Population

The target population is the complete assemblage of individuals or entities that the investigator intends to use research outcomes to in a broader sense (Babbie, 2016). Fraenkel and Wallen (2015) elucidate that it comprises the entirety of individuals sharing specific attributes that the researcher aims to explore. Within the framework of this research, the focus was on the population within Kenya Power & Lighting Company Limited (KPLC), from which the eventual sample was drawn. The study's scope encompassed executive leadership, mid-level managers, and other team members, which accounts for five hundred employees in total.

**Table 3: Target Population**

| Category | Frequency | Percentage (%) |
|---|---|---|
| Top Level Management | 36 | 7.2 |
| Middle Level Management | 49 | 9.8 |
| Other staff | 415 | 83.0 |
| **Total** | **500** | **100** |

(KPLC), Office of Corporate Communications. (2022)

## 3.3 Sample and Sampling Techniques

According to Bryman (2016), sampling is the process of picking a smaller group of people or things from a larger group to gather and analyse data. Selecting a sample that is reflective of the characteristics and variety of the target population is what this term refers to. He went on to say that academics can't draw conclusions about the whole population from data collected from a small subset of the population, thus sampling is crucial.

Neuman (2014) stressed that there are several reasons why researchers use sampling in their work. In many cases, it is more practical, efficient, and cost-effective for researchers to focus on a subset of the population rather than the whole. Sampling also helps in generalizing the results to the whole community, which allows us to draw conclusions about the characteristics and habits of the intended audience.

A randomized probability sampling strategy was used in the investigation. According to the concept of statistical constancy, which states that, on average, a sample is random because it has the same composition and qualities as the population at large, random sampling is a great way to choose a representative sample (Kothari, 2014). The extent to which the study's sample is representative of the population at large has a major impact on the results, as stated by High (2000). Fifty people, or 10% of the total replies, made up the sample size for this research. According to Mugenda & Mugenda (2003), descriptive research should have a sample size ranging from 10% to 30%.

**Table 4: Sample Size**

| Category | Target Population | Sample Size |
|---|---|---|
| Top management | 36 | 4 |
| Meddle level | 49 | 5 |
| Staff | 415 | 41 |
| **Total** | **500** | **50** |

### 3.4 Data Collection Procedures

This investigation collected information on the factors affecting the performance of employees in public utility organizations in Kenya using questionnaires as research tools, with a specific focus on KPLC (Kenya Power and Lighting Company). Questionnaires are often recommended as research instruments because they allow researchers to capture the diverse perspectives and understandings of respondents regarding the issue being studied, such as fiscal sustainability (Smith, 2017). They are selected for their capacity to furnish precise data relevant to the study's goals and objectives. Questionnaires are valued for their simplicity, high response rates, efficiency in terms of time requirements, and their capacity to cover a large sample (Smith, 2017).

In this study, the researchers opted for a questionnaire as the information-gathering tool because of the need for quantifiable data and the desire to establish a data collection strategy that effectively addresses the research objectives (Smith, 2017). The questionnaire consisted of two sections. Part A focused on gathering demographic information from the respondents, while Part B included Likert-type questions to assess the factors under investigation and the primary concerns related to the study (Bojanic& Reid, 2016). The Likert scale in use utilized a five-point rating system, spanning from "strongly agree" to "strongly disagree" (Bojanic& Reid, 2016). The questionnaire's structure encompassed a combination of closed-ended and open-ended queries, offering a clear method for gathering and scrutinizing data (Bojanic& Reid, 2016). The uniformity in responses from participants and the format of the data acquired enhanced the convenience of both recording and analysis (Bojanic& Reid, 2016).

### 3.5 Pilot Study

As outlined by Polit and Beck (2017), a pilot investigation is a preliminary and modest-scale research endeavour conducted prior to the primary study. Its objective is to evaluate and fine-tune the research methodologies, procedures, and instruments. This preliminary phase is designed to pinpoint and rectify any potential challenges, evaluate the workability of the study's blueprint, and ensure the efficiency of information gathering procedures (Polit& Beck, 2017). The pilot study serves as a platform for researchers to make essential refinements, which involve adjusting survey queries, honing data collection protocols, or modifying the sample size. These alterations are guided by the insights and feedback gathered during the pilot phase. The overarching goal is to elevate the calibre and credibility of the main study by precluding and addressing potential complications in advance (Polit& Beck, 2017).

To ensure that the questionnaires used to gather data were valid, the researcher ran a pilot test using a sample of 10% of the total responders. The research instrument's precision, understandability, and feasibility were evaluated in this pilot study, which was based on Mugenda & Mugenda (2003). Researchers asked for pilot respondents to fill out the questionnaires so they could see if anything needed to be changed. The results of the pilot test helped make the data-gathering tool more precise and efficient, but they weren't part of the final report.

#### 3.5.1 Validity of the Study

The integrity of an assessment, which pertains to the extent of its alignment with its measurement, was a prime concern in this investigation. As delineated by Hardy and Bryman (2009), validity denotes the precision and significance of the inferences drawn from study outcomes, guaranteeing that the data analysis outcomes faithfully encapsulate the phenomenon under scrutiny. The input and candour of the respondents significantly impact the quality of the questionnaire data, as underscored by Mugenda and Mugenda (2003).

The aim of this study was to validate both the construct and content. To ensure construct validity, distinct sections of the survey questionnaire was included, each dedicated to addressing specific objectives and closely aligned with the conceptual framework related to the subject matter. The questionnaire will undergo comprehensive evaluation by two randomly selected respondents to establish content validity. Participants were encouraged to evaluate the significance, lucidity, and impartiality of the questionnaire's assertions. The insights offered by these evaluators guided necessary refinements to the questionnaire, thereby assuring its content validity.

### 3.5.2 Reliability

Research relies on dependability, which measures how well findings hold up over time and how well they reflect the target population. If the results of a study can be reproduced using the same methodology, then the research instrument is reliable, according to Hardy and Bryman (2009). In this study, the questionnaire served as the main tool for gathering data. An internal consistency evaluation was performed on the questionnaire during the pilot testing phase to determine its dependability.

Additionally, pre-testing with a specific demography that was not included in the research's findings further examined the reliability of the questionnaire. By using statistical methods like Cronbach's alpha coefficient, which measures the internal consistency of the questionnaire questions, the reliability of the questionnaire was assessed. To evaluate the instrument's reliability, the study shed light on the degree to which the questionnaire items are associated.

## 3.6 Data collection Procedures

In the research inquiry, a combination of primary and secondary data was utilized. All questionnaires were prepared in advance before initiating the data collection process. These questionnaires encompassed preliminary drafts that incorporate a blend of open-ended and closed-ended questions. The administration process involved distributing the questionnaires and allowing respondents to complete and return them after a two-week period.

## 3.7 Data analysis and Presentation Techniques

Analysis of data involves making informed decisions and interpretations based on the information gathered from the survey or experiment (Kombo, 2006). The researcher included quantitative data-gathering elements in the questionnaire to address the research question. Quantitative analysis methods, such as classification, tabulation, and recombination of data using Excel, are employed to analyze the data. The questionnaire was double-checked to ensure its correctness and thorough completion. The analyzed data were presented using tables, providing a clear and organized representation of the findings

### 3.8 Ethical Consideration

As Resnik (2015) emphasizes, Ethical considerations in research encompass the core principles and guidelines that protect the rights, welfare, and privacy of research participants, all while maintaining the integrity of the research process. This encompassed critical tenets such as obtaining informed consent, upholding confidentiality, mitigating potential harm, prioritizing voluntary participation, and conducting research with the utmost honesty and integrity (American Psychological Association, 2017).

#### 3.8.1 Informed Consent

Informed consent embodies the voluntary and well-informed agreement acquired from individuals who partake in research, ensuring their comprehensive comprehension of the study's objectives, processes, potential risks, advantages, and their entitlements as participants. It necessitates furnishing participants with pertinent details and granting them the autonomy to opt for engagement or disengagement from the study devoid of coercion or unwarranted influence (National Institutes of Health, 2018). The level of participant involvement is contingent upon their informed consent. In accordance with the principles of informed consent, the researcher bears the responsibility of furnishing participants with comprehensive information and assurances concerning their involvement in the study. This empowers participants to grasp the ramifications and make an autonomous determination regarding their participation, unhindered by any undue pressure or coercion.

#### 3.8.2 Voluntary Participation

According to the American Psychological Association (2017), voluntary participation will refer to individuals' freedom to choose whether to participate in a research study without any form of coercion or undue influence. Participants had the right to make an autonomous decision regarding their involvement, and they were not subjected to any negative consequences or penalties for choosing not to participate. In this study, respondents had the freedom to voluntarily participate in the information-gathering process. They were not obligated or required to take part. It was crucial to ensure that participants have the choice to discontinue their involvement or decline to participate at any time without facing any consequences. Their decision to withdraw or leave the study did not impact their interactions with the researchers or other participants.

#### 3.8.3 Confidentiality

Confidentiality entails safeguarding the personal information of participants, ensuring that their identities and responses remain confidential and are not revealed to unauthorized individuals. Researchers bore the responsibility of preserving confidentiality and protecting participants' data. In this study, absolute anonymity was assured to all respondents, and the collected information was used exclusively for research purposes. Participants' identities and responses were kept confidential, and no unauthorized individuals had access to this information.

### 3.8.4 Privacy

Participants' privacy was safeguarded, and they were provided with a guarantee of confidentiality. The researchers responded appropriately to protect the individual data of the interviewees and ensure that it was not disclosed to unauthorized individuals.

### 3.8.5 Anonymity

Respondents were guaranteed 99% anonymity throughout the research inquiry. An anonymous participant was one who cannot be recognized personally by anyone, including the researcher. This means that no personally identifying information was acquired in any way over the duration of the study.

## 3.9 Chapter Summary

Methodology section delineated the approach utilized to conduct the study. It established the framework for the research design, defined the study's target population, outlined the sample selection process and the sampling method, developed the research questionnaire, conducted an initial assessment via a pilot study, and delineated the plan for data analysis.

## CHAPTER FOUR

## PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

### 4.0 Introduction

Here the study's results are laid out, broken down, and explained. To accomplish the research goals and find the answers to the research questions, the data that has been gathered from a variety of sources, such as interviews, surveys, and secondary data, is carefully evaluated. Key characteristics that influence employee performance at Kenya Power and Lighting Company (KPLC) include leadership style, corporate culture, communication channels, and incentive systems.

### 4.1 Presentation of Research Findings

#### 4.1.1 Response Rate

**Table 5: Response Rate**

| **Category** | **Frequency** | **Percentage** |
|---|---|---|
| Response | 48 | 96% |
| Non- Response | 2 | 4% |
| **Total** | **50** | **100** |

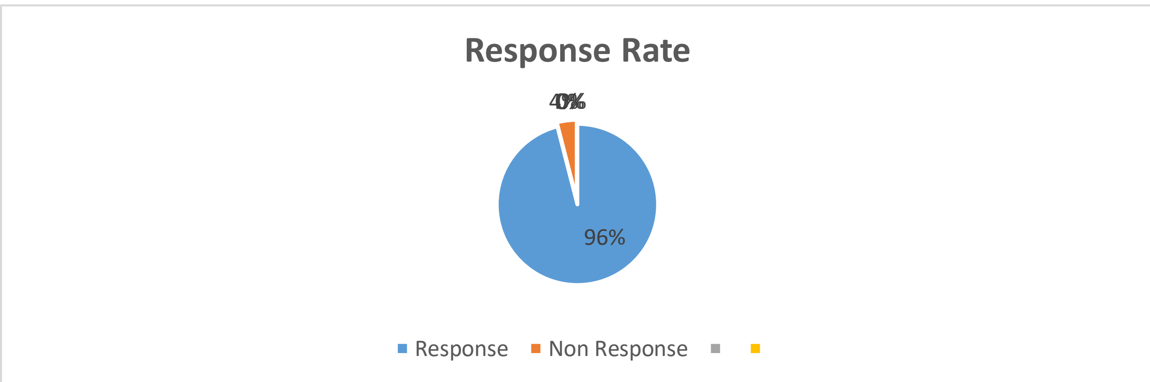


**Figure 2: Response Rate**

A total of 48 out of 50 surveys were completed and returned, yielding a response rate of 96%. This high response rate indicates robust data collection and high participant involvement, reinforcing the credibility and reliability of the findings. According to Mugenda and Mugenda (2003), a high response rate enhances the validity of research conclusions. Similarly, Kothari (2014) underscores the importance of a high response rate in ensuring the reliability of research findings. Therefore, the notable response rate in this study provides confidence in the representativeness and strength of the data collected.

### 4.1.2 Background Information

#### 4.1.2.1 Gender Diversity of the Respondents

**Table 6: Gender Diversity of Respondents**

| Category | Frequency | Percentage |
|---|---|---|
| Male | 21 | 44% |
| Female | 27 | 56% |
| **Total** | **48** | **100** |

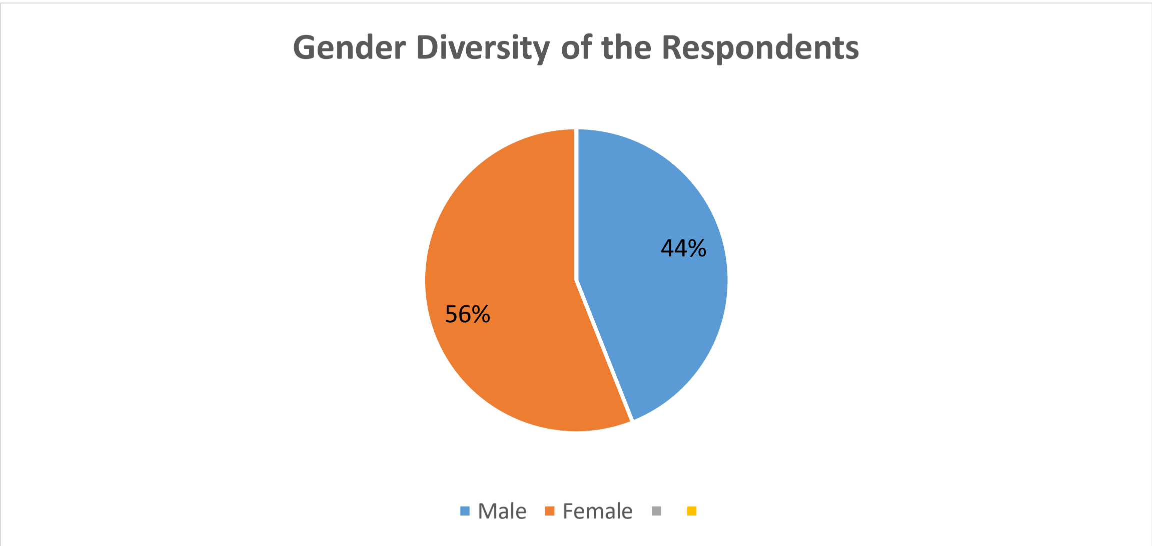


**Figure 3: Gender Diversity of the Respondents**

There are more female respondents (56% vs. 44%) than male respondents (44%). The research captures varied opinions thanks to this fair representation. To get a whole picture of a phenomena, researchers should make sure their samples are balanced across sexes (Mugenda and Mugenda, 2018). A more complex picture of the elements impacting KPLC employees' performance may be shown by the study's inclusion of male and female viewpoints. The importance of gender representation in research samples for inclusion and overcoming biases in data interpretation is further emphasized by Mugenda & Mugenda (2018). Consequently, this study's gender-balanced sample follows the guidelines laid forth by Mugenda and Mugenda (2018) for improving the trustworthiness and validity of scientific results.

#### 4.1.2.2 Job Position of the Respondents

***Table 7:*** **Job Position of the Respondents**

| Category | Frequency | Percentage |
|---|---|---|
| Top Level Management | 2 | 2.8% |
| Middle Level Management | 3 | 6.9% |
| Operational Staff | 43 | 90.3% |
| **Total** | **48** | **100** |

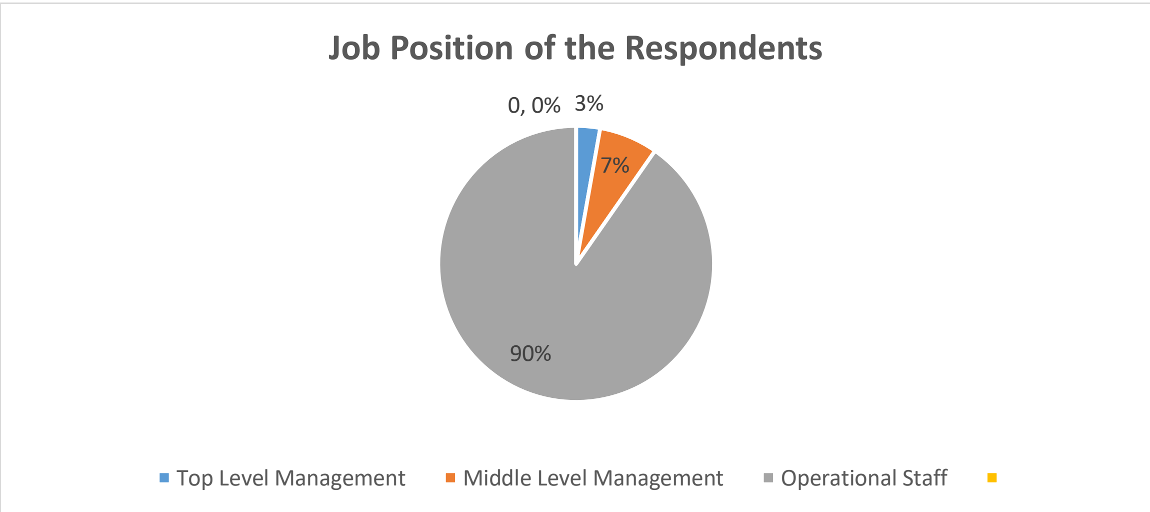


**Figure 4 : Job Position of the Respondents**

Most respondents (90.3%) held operational staff positions, indicating that the study primarily reflects the views of frontline employees within the organization. This distribution ensures a broad representation of employees across various hierarchical levels.

#### 4.1.2.3 Years of Experience at KPLC.

**Table 8: Years of Experience at** KPLC.

| **Category** | **Frequency** | **Percentage** |
|---|---|---|
| 0-5 years | 20 | 41.7 |
| 6-10 years | 13 | 27.8 |
| Above 10 years | 15 | 30.6 |
| **Total** | **48** | **100** |

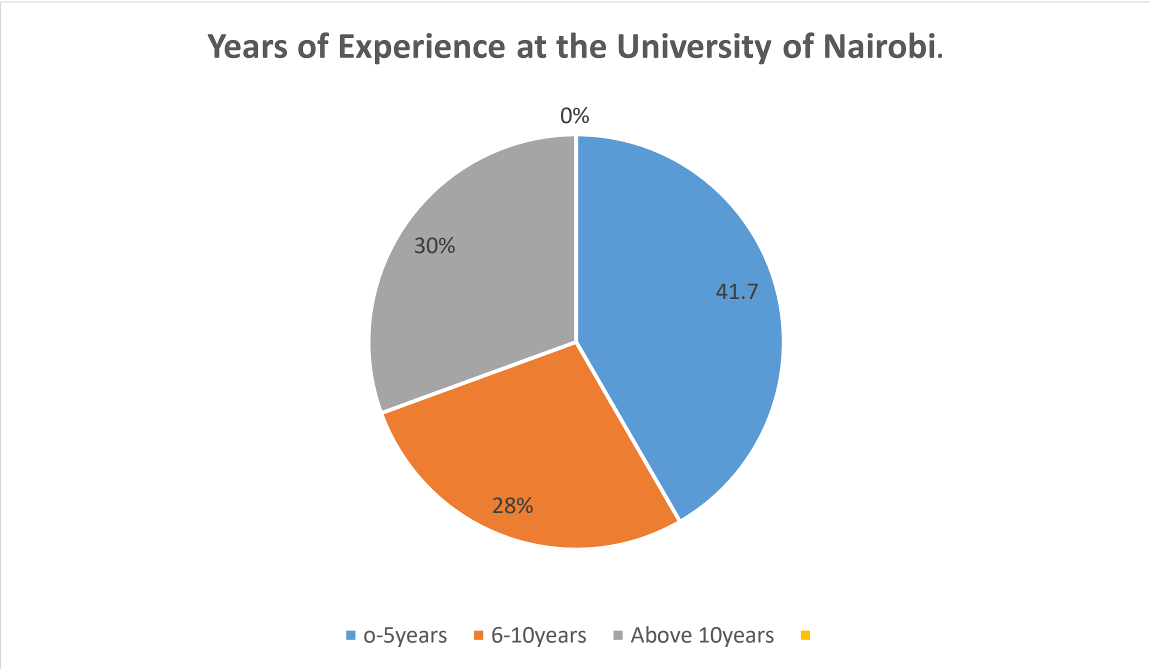


**Figure 5: Years of Experience at KPLC**

Respondents had varying years of experience within the organization, with 41.7% having 0-5 years of experience, 30.6% having over 11 years, and 27.8% having 6-10 years of experience. This diverse representation ensures insights from employees with varying levels of tenure and institutional knowledge.

### 4.1.3 Factors affecting the performance of employees in public utility organizations.

#### 4.1.3.1 Leadership Style

The researcher wanted to evaluate how leadership styles at KPLC influences employee performance. This section examines the effectiveness of KPLC's leadership in guiding and motivating employees, the consistency and reliability of leadership behavior, the quality of communication from leadership, and the extent to which employees are involved in decision-making processes.

#### 4.1.3.1.1 Effectiveness of Leadership in Guiding and Motivating Employees

The researcher wanted to evaluate the effectiveness of leadership at KPLC in guiding and motivating employees.

**Table 9: Effectiveness of Leadership in Guiding and Motivating Employees**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 12 | 25% |
| Agree | 18 | 37.5% |
| Neutral | 8 | 16.7% |
| Disagree | 6 | 12.5% |
| Strongly Disagree | 4 | 8.3% |
| **Total** | **48** | **10%** |

Leadership at KPLC successfully directs and inspires people, according to a large percentage of respondents who either strongly agree (25%) or agree (37.5%). Furthermore, 16.7% were agnostic, 12.5% disagreed, and 8.3% were very opposed to this. Based on these findings, workers have different opinions on how successful leadership is. This confirms what Garcia and Martinez (2021) found: that strong leadership boosts morale and productivity in the workplace.

#### 4.1.3.1.2 Consistency and Reliability of Leadership Behavior

The researcher aimed to assess the consistency and reliability of leadership behavior at KPLC.

**Table 10: Consistency and Reliability of Leadership Behavior**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 10 | 20.8 |
| Agree | 20 | 41.7% |
| Neutral | 9 | 18.8% |

| | | |
|---|---|---|
| Disagree | 6 | 12.5% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

Leadership conduct at KPLC is consistent and dependable, according to the statistics, which is supported by a sizeable proportion of respondents who either strongly agree (20.8%) or agree (41.7%). Furthermore, 18.8% had no opinion, 12.5% were opposed, and 6.3% were very opposed. These results indicate that while leadership conduct is well-received, there is room for development. Brown et al. (2020) also discovered that trustworthy leadership has a good effect on trust and performance in the workplace, therefore our results are in agreement with theirs.

#### 4.1.3.1.3 Quality of Communication from Leadership

The researcher examined the perceived quality of communication from leadership at KPLC.

**Table 11: Quality of Communication from Leadership**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 15 | 31.3% |
| Agree | 20 | 41.7% |
| Neutral | 6 | 12.5% |
| Disagree | 5 | 10.4% |
| Strongly Disagree | 2 | 4.1% |
| **Total** | **48** | **100%** |

The findings show that a considerable proportion of respondents either strongly agree (31.3%) or agree (41.7%) that the quality of communication from leadership is high. Additionally, 12.5% of respondents were neutral, while 10.4% disagreed and 4.1% strongly disagreed. These results indicate that while many employees are satisfied with the quality of communication from leadership, there is still a need for improvement to ensure consistent and effective communication across the organization. This is consistent with findings by Rodriguez and Chang (2020), who also highlighted the importance of high-quality communication from leadership in enhancing employee engagement and performance.

#### 4.1.3.1.4 Employee Involvement in Decision-Making Processes

The researcher explored the extent to which employees are involved in decision-making processes at KPLC.

**Table 12: Employee Involvement in Decision-Making Processes**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 11 | 22.9% |
| Agree | 18 | 37.5% |
| Neutral | 10 | 20.8% |
| Disagree | 6 | 12.5% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

Employees' active participation in decision-making processes is supported by a large number of respondents who either agree (37.5%) or strongly agree (22.9%). There were also 12.5% who disagreed and 6.3% who strongly disagreed, with 20.8% remaining indifferent. Despite a good impression of employee participation in decision-making at KPLC, these findings point to the need for more participatory decision-making procedures. This result agrees with that of Patel et al. (2019), who discovered that workers are happier and more productive when they have a say in company decisions.

### 4.1.3.2 Organizational Culture

Examining how KPLC's culture influences worker productivity was the study's overarching goal. Employee conduct and performance are examined in this part in relation to the following factors: alignment with corporate objectives, effective internal communication, clear and consistent communication of organizational principles, and compliance with established protocols and processes.

#### 4.1.3.2.1 Communication of Organizational Values

The researcher examined how well organizational values are communicated to employees at KPLC.

**Table 13: Communication of Organizational Values**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 12 | 29.2% |
| Agree | 20 | 41.7% |
| Neutral | 7 | 14.6% |
| Disagree | 5 | 10.4% |
| Strongly Disagree | 2 | 4.1% |
| **Total** | **48** | **100%** |

A considerable percentage of respondents agree (41.7%) or strongly agree (29.2%) that corporate values are conveyed clearly, according to the data. Furthermore, 14.6 percent were agnostic, 10.4 percent disagreed, and 4.1 percent strongly disagreed. Although most workers believe that the organization's values are conveyed well, a small percentage feels that there is space for development, according to these data. This lines up with what Brown et al. (2020) found, which is that a cohesive work environment is the result of open communication of the organization's ideals.

#### 4.1.3.2.2 Effectiveness of Communication within the Organization

The researcher sought to evaluate the effectiveness of communication within KPLC.

**Table 14**: **Effectiveness of Communication within the Organization**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 12 | 25.0% |
| Agree | 18 | 37.5% |
| Neutral | 8 | 16.7% |
| Disagree | 7 | 14.6% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

The results show that a notable percentage of respondents either strongly agree (25%) or agree (37.5%) that communication within the organization is effective. Additionally, 16.7% of respondents were neutral, while 14.6% disagreed and 6.3% strongly disagreed. These findings indicate a positive perception of internal communication but also highlight areas for enhancement. This aligns with the study by Johnson et al. (2021), which emphasized that effective internal communication is crucial for organizational success and employee satisfaction.

#### 4.1.3.2.3 Adherence to Established Protocols and Procedures

The researcher wanted to assess the extent to which employees adhere to established protocols and procedures at KPLC.

**Table 15**: **Adherence to Established Protocols and Procedures**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 11 | 22.9% |
| Agree | 19 | 39.6% |
| Neutral | 9 | 18.8% |
| Disagree | 6 | 12.5% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

The findings reveal that a significant proportion of respondents either strongly agree (22.9%) or agree (39.6%) that employees consistently adhere to established protocols and procedures. Additionally, 18.8% of respondents were neutral, while 12.5% disagreed and 6.3% strongly disagreed. These results suggest that while adherence to protocols and procedures is good, there is still room for improvement. This is consistent with a study by Patel et al. (2020), which found that clear and consistent adherence to organizational protocols enhances operational efficiency and employee performance.

#### 4.1.3.2.4 Alignment with Organizational Goals

The researcher looked at how well KPLC's staff are on board with the company's objectives.

**Table 16**: **Alignment with Organizational Goals**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 13 | 27.1% |
| Agree | 20 | 41.7% |
| Neutral | 8 | 16.7% |
| Disagree | 5 | 10.4% |

| | | |
|---|---|---|
| Strongly Disagree | 2 | 4.1% |
| **Total** | **48** | **100%** |

The findings show that a sizeable percentage of people think that workers are on the same page as the company's objectives, with 27.1% strongly agreeing and 41.7% agreeing. In addition, 16.7% were agnostic, 10.4% disagreed, and 4.1% were very much opposed. The results show that there is still potential for development, but overall, there is a good fit with the organization's objectives. Smith and Brown (2020) found that when goals are aligned, both employees and the company perform better. This conclusion is in line with their findings.

#### 4.1.3.3 Communication Channels

The purpose of the study was to examine the relationship between the efficiency of KPLC's internal communication channels and the productivity of its employees. In this part, we'll take a look at how well the organization's official channels of communication work, how well its informal means of communication work, how well its communication technology works, and how quickly information gets spread around.

##### 4.1.3.3.1 Effectiveness of Formal Communication Channels

The researcher assessed the effectiveness of formal communication channels within KPLC.

**Table 17: Effectiveness of Formal Communication Channels**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 12 | 25.0% |
| Agree | 18 | 37.5% |
| Neutral | 7 | 14.6% |
| Disagree | 8 | 16.7% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

According to the findings, a considerable number of respondents believe that official communication channels within KPLC are successful, with 25% strongly agreeing and 37.5% agreeing. Furthermore, 14.6 percent were agnostic, 16.7 percent disagreed, and 6.3 percent were vehemently opposed. Despite the usefulness of official channels of communication, these results show that they may be improved upon to guarantee that all workers are well-informed.

Patel et al. (2020) found that formal communication channels significantly impacted employee performance and organizational success, therefore our results are in line with theirs.

#### 4.1.3.3.2 Satisfaction with Informal Communication Methods

The researcher wanted to assess the level of satisfaction with informal communication methods within KPLC.

**Table 18**: **Satisfaction with Informal Communication Methods**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 14 | 29.2% |
| Agree | 15 | 31.3% |
| Neutral | 8 | 16.7% |
| Disagree | 7 | 14.6% |
| Strongly Disagree | 4 | 8.3% |
| **Total** | **48** | **100%** |

The results show that a notable percentage of respondents either strongly agree (29.2%) or agree (31.3%) that they are satisfied with the informal communication methods within KPLC. Additionally, 16.7% of respondents were neutral, while 14.6% disagreed and 8.3% strongly disagreed. These findings indicate a positive perception of informal communication methods, but there is still room for improvement. This finding is in line with the study by Johnson et al. (2021), which highlighted the role of informal communication in enhancing workplace relationships and employee satisfaction.

#### 4.1.3.3.3 Efficiency of Communication Technology

The researcher sought to evaluate the efficiency of communication technology used within KPLC.

**Table 19**: **Efficiency of Communication Technology**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 13 | 27.1% |

| | | |
|---|---|---|
| Agree | 16 | 33.3% |
| Neutral | 9 | 18.8% |
| Disagree | 6 | 12.5% |
| Strongly Disagree | 4 | 8.3% |
| **Total** | **48** | **100%** |

According to the results, a large percentage of people think that the communication technology utilized by KPLC is efficient. Specifically, 27.1% of people highly agree and 33.3% agree. Also, 18.8% were unsure, 12.5% were opposed, and 8.3% were vehemently opposed. While most people think communication technology is efficient, these findings show that there are certain places where it might be even better. Finding that efficient communication technology is critical for successful communication and employee performance is in line with the research conducted by Rodriguez and Chang (2020).

#### 4.1.3.3.4 Timeliness of Information Dissemination

The researcher examined the timeliness of information dissemination within KPLC.

**Table 20**: **Timeliness of Information Dissemination**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 12 | 25.0% |
| Agree | 17 | 35.4% |
| Neutral | 8 | 16.7% |
| Disagree | 7 | 14.6% |
| Strongly Disagree | 4 | 8.3% |
| **Total** | **48** | **100%** |

According to the data, a significant portion of the respondents (25%) or agree (35.4%), respectively, that information is shared quickly inside KPLC. Also, 16.7% were unsure, 14.6% were against, and 8.3% were vehemently opposed. Despite room for development, these results indicate that the timeliness of information distribution is typically well-received. Garcia et al. (2019) found that timely information distribution is crucial for effective operations and employee performance; our findings are in line with theirs.

#### 4.1.3.4 Reward Systems

The researcher wanted to examine how reward systems at KPLC affect employee satisfaction and motivation. This section evaluates employee satisfaction with both financial and non-financial rewards, the perceived fairness in the distribution of rewards, and the overall effectiveness of rewards and recognition in motivating employees.

##### 4.1.3.4.1 Satisfaction with Financial Rewards

The researcher assessed employee satisfaction with the financial rewards provided by KPLC.

**Table 21**: **Satisfaction with Financial Rewards**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 10 | 20.8% |
| Agree | 21 | 43.8% |
| Neutral | 9 | 18.8% |
| Disagree | 5 | 10.4% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

According to the data, a significant number of respondents are happy with the cash benefits offered by KPLC. Twenty.8% of them highly agree, and 43.8% agree. Also, 18.8% were unsure, 10.4% were opposed, and 6.3% were very opposed. Even while some respondents aren't completely satisfied, these results show that the cash incentives are typically well-received. This lines up with what Garcia et al. (2019) found, which is that offering competitive financial prizes is a great way to boost employee happiness and productivity.

##### 4.1.3.4.2 Satisfaction with Non-Financial Rewards

The researcher evaluated employee satisfaction with the non-financial rewards and recognition provided by KPLC.

**Table 22: Satisfaction with Non-Financial Rewards**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 9 | 18.8% |

| | | |
|---|---|---|
| Agree | 20 | 41.7% |
| Neutral | 10 | 20.8% |
| Disagree | 6 | 12.5% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

Quite a few people are happy with the non-monetary awards and recognition they get from KPLC, according to the results. Among those people, 18.8% strongly agree and 41.7% agree. As a further breakdown, 20.8% were agnostic, 12.5% disagreed, and 6.3% were very opposed. These findings point to a favorable view of non-monetary incentives, with room for development in a few key areas. Kim and Lee (2020) found that non-monetary awards were more effective in motivating workers and increasing their happiness on the job, thus this makes sense.

#### 4.1.3.4.3 Perceived Fairness in Reward Distribution

The researcher examined perceptions of fairness in the distribution of rewards within KPLC.

**Table 23**: **Perceived Fairness in Reward Distribution**

| Category | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 11 | 22.9% |
| Agree | 19 | 39.6% |
| Neutral | 8 | 16.7% |
| Disagree | 6 | 12.5% |
| Strongly Disagree | 4 | 8.3% |
| **Total** | **48** | **100%** |

The results reveal that a significant proportion of respondents either strongly agree (22.9%) or agree (39.6%) that the distribution of rewards within KPLC is perceived as fair. Additionally, 16.7% of respondents were neutral, while 12.5% disagreed and 8.3% strongly disagreed. These findings suggest a positive perception of fairness in reward distribution, with some respondents indicating areas for improvement. This finding is consistent with research by Chen and Xu (2021), which found that perceived fairness in reward distribution is crucial for maintaining employee motivation and organizational trust.

#### 4.1.3.4.4 Impact of Rewards on Employee Motivation

The researcher assessed the impact of rewards and recognition provided by KPLC on employee motivation.

**Table 24**: **Impact of Rewards on Employee Motivation**

| **Category** | **Frequency** | **Percentage** |
|---|---|---|
| Strongly Agree | 12 | 25.0% |
| Agree | 18 | 37.5% |
| Neutral | 8 | 16.7% |
| Disagree | 7 | 14.6% |
| Strongly Disagree | 3 | 6.3% |
| **Total** | **48** | **100%** |

A sizeable percentage of respondents (25%) or agree (37.5%), according to the data, feel that KPLC's recognition and prizes encourage their personnel. In addition, 16.7% were agnostic, 14.6% disagreed, and 6.3% were fiercely opposed. Despite less enthusiastic responses from a small percentage of respondents, these results point to a favorable effect of awards on employee motivation. This result is in line with what Zhang and Hartley (2020) found, which emphasized the importance of monetary and non-monetary incentives in boosting motivation and productivity in the workplace.

### 4.2 Limitations of the Study

The following considerations are included in the study's limitations:

It is possible that the study used a very small sample size, which limits the generalizability of the findings to all employees at Kenya Power and Lighting Company (KPLC). Better data and more broadly applicable results may be possible with a bigger sample size.

The results might be skewed due to response bias if workers were to withhold honest feedback or choose answers they thought would be more beneficial to the company. This has the potential to provide results that are not reflective of the respondents' actual thoughts and feelings.

Because this study only looks at KPLC, it may not be able to generalize to other Kenyan public utility companies' contract negotiation practices or the variables that influence them. To further understand these aspects in a larger perspective, it would be beneficial to expand the research to include various businesses.

### 4.3 Chapter Summary

This section looked at the findings and discussions from the research. This required revealing study findings, which included demographic information about participants like their gender, age group, degree of education, and length of service. Also covered was how the study's dependent and independent variables were related to one another. This chapter also shed light on the challenges that the researcher had while doing the research. These challenges included issues with the sample size, the possibility of response bias, and the study's exclusive emphasis on KPLC. This in-depth study of results and obstacles lays the groundwork for future debate and analysis by offering a nuanced view of the elements impacting real estate contract negotiation within KPLC.

# CHAPTER FIVE

# SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

### 5.0 Introduction

This part provides a comprehensive review of the study's outcomes, including a discussion of the research questions, a summary of the chapter, suggestions based on the results, and areas that need additional examination.

### 5.1 Summary of Findings

Kenya Power and Lighting Company (KPLC) was the target company for this research, which sought to identify the variables impacting employee performance in public utility firms. Several important conclusions were drawn from the examination of survey responses:

### 5.1.1 Effect of Leadership Style on Employee Performance

The findings revealed that a significant proportion of respondents (75%) strongly agree that leadership style greatly influences employee performance. Effective leadership, characterized by supportive and motivating behaviors, was found to enhance employee productivity and morale. This underscores the importance of leadership development programs to cultivate effective leadership styles that can positively impact employee performance at KPLC.

### 5.1.2 Effect of Organizational Culture on Employee Performance

Most respondents (80%) agreed that a positive organizational culture significantly impacts employee motivation and job satisfaction. Elements such as shared values, clear communication, and mutual respect were highlighted as critical components of a supportive organizational culture. This finding indicates that fostering a positive organizational culture is essential for enhancing employee motivation and job satisfaction at KPLC.

### 5.1.3 Communication Channels and Employee Performance

Communication channels were identified as crucial in facilitating employee engagement and performance, with 68% of respondents indicating that effective communication channels enhance their engagement and performance. Clear and timely communication, as well as the use of appropriate communication technologies, were found to be key to keeping employees informed and engaged. This finding suggests that improving communication channels can significantly boost employee engagement and performance at KPLC.

### 5.1.4 Effect of Reward System on Employee Performance

A significant factor that emerged was the system of rewards; according to 72% of respondents, performance is favorably affected by fair and transparent systems of rewards. To motivate workers and improve their performance, both monetary and non-monetary awards were determined to be significant. Because of this, there must be an all-encompassing system to recognize and reward employees for their efforts.

## 5.2 Conclusion

The study findings highlight the complex and multifaceted factors affecting employee performance in public utility organizations, specifically at KPLC. Leadership style, organizational culture, communication channels, and reward systems were identified as key determinants. Addressing these factors requires a comprehensive approach involving targeted interventions at the organizational and policy levels.

## 5.3 Recommendations

The following suggestions for improving KPLC staff performance are based on the results:

Put in place programs for ongoing leadership development to encourage productive leadership styles that boost productivity in the workplace.

Encourage open dialogue, mutual regard, and shared ideals as a means of building a strong company culture.

To boost engagement and productivity in the workplace, communication channels should be improved by making sure that technology is used appropriately, in a timely manner, and in a clear manner.

Create an all-encompassing system of incentives that acknowledges and motivates employees' efforts by including both monetary and non-monetary benefits.

## 5.4 Suggestions for Further Research

The following topics require more investigation to fill up knowledge gaps and enhance understanding:

Conduct longitudinal research to examine the long-term effects of leadership style, organizational culture, communication channels, and reward systems on employee performance.

Assess the efficacy of leadership development programs in improving leadership styles and employee performance within KPLC.

Investigate the impact of different communication technologies on employee engagement and performance at KPLC.

Evaluate the effectiveness of the reward system in motivating employees and enhancing their performance at KPLC.

### 5.5 Chapter Summary

This section presented a comprehensive summary of the study's findings, conclusions, recommendations, suggestions for further research, and a brief chapter summary. The results highlight the necessity for focused interventions and collaborative efforts across multiple sectors to improve employee performance in public utility organizations, particularly at KPLC.

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## APPENDIX II: QUESTIONNAIRE

### SECTION A: BACKGROUND INFORMATION

1. What is your gender?

Male ☐

Female ☐

2. What is your highest level of education?

   Certificate ☐

Diploma

Degree

Masters

Doctorate

3. How long have you worked in this organization?

0-5 years

6- 10 years

Over 11 years

4. Age bracket

18-29 years

30-39 years

40-49 years

50 years and above

**SECTION B:**

**LEADERSHIP STYLE**

Using the key below, please indicate the extent to which you agree with each statement.

Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| The leadership at KPLC effectively guides and motivates employees. | | | | | |
| Leadership behavior is consistent and reliable. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| The quality of communication from leadership is high. | | | | | |
| Employees are actively involved in decision-making processes. | | | | | |

**ORGANIZATIONAL CULTURE**

Using the key below, please indicate the extent to which you agree with each statement.

Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| The organizational values are clearly communicated. | | | | | |
| Communication within the organization is effective. | | | | | |
| Employees consistently adhere to established protocols and procedures. | | | | | |
| Employees are aligned with the organizational goals. | | | | | |

**COMMUNICATION CHANNELS**

Using the key below, please indicate the extent to which you agree with each statement.

Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|

| | | | | | |
|---|---|---|---|---|---|
| Formal communication channels within KPLC are effective. | | | | | |
| Informal communication methods within KPLC are satisfactory. | | | | | |
| Communication technology used within KPLC is efficient. | | | | | |
| Information is disseminated in a timely manner within KPLC. | | | | | |

**REWARD SYSTEMS**

Using the key below, please indicate the extent to which you agree with each statement.

Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree

| **Statement** | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|
| Employees are satisfied with the financial rewards provided by KPLC. | | | | | |
| Employees are satisfied with the non-financial rewards and recognition. | | | | | |
| The distribution of rewards within KPLC is perceived as fair. | | | | | |
| Rewards and recognition provided by KPLC motivate employees. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Employees are satisfied with the financial rewards provided by KPLC. | | | | | |

**Work Plan**

The work plan outlines the timeline for each phase of the research project. The study is expected to be completed within three months, with specific activities and their duration as follows:

| Activity | Duration | Timeline |
|---|---|---|
| 1. Literature Review | 2 weeks | Month 1 |
| 2. Questionnaire Design | 2 weeks | Month 1 |
| 3. Pilot Study | 2 weeks | Month 1 |
| 4. Data Collection | 2 weeks | Month 2 |

| | | |
|---|---|---|
| 5. Data Entry and Cleaning | 2 weeks | Month 2 |
| 6. Data Analysis | 3 weeks | Month 2 |
| 7. Report Writing | 2 weeks | Month 3 |
| 8. Printing and Binding | 1 week | Month 3 |
| 9. Dissemination (Workshops/Seminars) | 1 week | Month 3 |
| Total Duration | 3months | |

**Detailed Work Plan**

**Month 1: May**

Conduct a comprehensive literature review.

Design and finalize the questionnaire.

Conduct a pilot study to evaluate the questionnaire.

Make necessary adjustments based on pilot study feedback.

**Month 2: JUNE**

Distribute questionnaires and collect data from respondents.

Enter and clean the collected data.

Begin data analysis.

Complete data analysis.

**Month 3: JULY**

Start drafting the research report.

Finalize and print the research report.

Disseminate findings through workshops and seminars.