INFLUENCE OF ORGANIZATION MODERNIZATION PROGRAMMES ON EMPLOYEE PERFORMANCE: A CASE OF NAKURU LANDS OFFICES IN NAKURU COUNTY, KENYA.

BY

CAROLYNN N. WAWERU

This Dissertation is submitted to the Faculty of Social Sciences in partial fulfillment of the requirements for the award of a Master's Degree in Development Studies (MDS) from St. Paul's University

September, 2019

INFLUENCE OF ORGANIZATION MODERNIZATION PROGRAMMES ON EMPLOYEE PERFORMANCE: A CASE STUDY OF NAKURU LANDS OFFICES IN NAKURU COUNTY, KENYA.

BY

CAROLYNN N WAWERU

SUPERVISORS: DR. PETER KOOME

DR. DAVID GICHUHI

This Dissertation is submitted to the Faculty of Social Sciences in partial fulfillment of the requirements for the award of a Master's Degree in Development Studies (MDS) from St. Paul's University

September, 2019

STUDENT'S DECLARATION

Declaration

This dissertation is my own original work and to the best of my knowledge, has never been presented for a degree at any other university for examination.

Signature …… Date……..

Carolynn Waweru
MDS/NKR/2030/18

Approval

This dissertation has been submitted for examination with our approval as the University supervisors.

Signature …… Date……..

Dr. Peter Koome
St. Paul's University, Kenya

Signature…… Date……..

Dr. David Gichuhi,
Karatina University, Kenya

DEDICATION

I dedicate this dissertation to my mother and my son Avan, who endured my long stay out as I worked on the dissertation.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to the Almighty God. He has been gracious and good to me, his provision and grace has been eminent in this work, to him be all the glory and honor.

I also acknowledge my research supervisors Dr. Peter Koome and Dr. David Gichuhi whose patience, constant guidance and strictness sharpened me and made this proposal a success.

Sincere thanks to lecturers at St. Paul University Nakuru Campus who took us through the various units. The knowledge gained was instrumental in the completion of this proposal.

I cannot forget the contribution made by my peers in the Masters in Development Studies class of 2018. Their constructive criticism helped improve this document.

May God bless you all.

ABSTRACT

Various modernization programs have been undertaken among Kenyan public institutions with the view of improving employee performance. In the Ministry of Lands, modernization initiatives such digitization of land records have been implemented while others are ongoing. The aim of this study was to show how the modernization program has influenced employee performance at the Nakuru Lands Offices. The specific objectives of the study were to examine the influence of administrative modernization, political modernization, cultural modernization, and equipment modernization on employees' performance. It was guided by the Nudge Theory and New Public Management Model and utilized the descriptive research design. The study targeted the 56 operations employees and 6 heads of departments (HODs) at the Nakuru Lands Offices. Data was collected using structured questionnaires from all the 56 operations employees. Data was also collected through semi-structured interviews with all the five HODs at Nakuru Land Office. Quantitative data collected using questionnaires was analyzed using descriptive and inferential statistics while the qualitative data collected through interviews was analyzed using the thematic technique. Results were presented using tables, figures, and text. Results showed that the Nakuru Land Offices have made noteworthy progress in terms of cultural modernization (score=82.9%) and equipment modernization (score=81.8%) but has not made major progress in terms of administrative modernization (score= 57.9%) and political modernization (score=61.2%). It was also found that administrative modernization (r=0.398, sig. = .018), political modernization (r=0.414, sig=.006), and cultural modernization (r= 0.509, sig=.000) have a positive and statistically significant influence on employees' performance. Equipment modernization (r= 0.211, sig. = 0.118) did not have a statistically significant influence on performance. The study recommends that to significantly improve the level of employees' performance, the management at the Nakuru Land Office should focus on improving cultural modernization as it has the most significant influence on performance. The organization should also focus on increasing administrative modernization as this had the lowest score. To enhance administrative modernization, the ministry should improve its compensation and promotion systems.

TABLE OF CONTENTS

STUDENT'S DECLARATION ..... **iii**

DEDICATION ..... **iv**

ACKNOWLEDGEMENT ..... **v**

ABSTRACT ..... **vi**

LIST OF TABLES ..... **xi**

LIST OF FIGURE ..... **xii**

ABBREVIATIONS AND ACRONYMS ..... **xiii**

CHAPTER ONE INTRODUCTION **1**

1.1 Chapter Overview 1

1.2 Background of the Study 1

1.3 Problem Statement 4

1.4 Objective of the Study 5

1.4.1 Specific Research Objectives 5

1.5 Research Hypotheses 6

1.6 Scope of the Study 6

1.7 Justification of the Study 6

1.7.1 Ministry of Lands 7

1.7.2 Members of the Public 7

1.7.3 Other Public Sector Organizations 7

1.7.4 Scholars and Researchers 7

1.8 Assumptions of the Study 7

1.9 Definition of Key Operational Terms 8

1.10 Chapter Summary 9

CHAPTER TWO LITERATURE REVIEW **10**

2.1 Introduction 10
2.2 Theoretical Review 10
2.2.1 Nudge Theory 10
2.2.2 New Public Management Model 12
2.3 Empirical Review 13
2.3.1 Employee Performance 13
2.3.2 Administrative Modernization and Employee Performance 15
2.3.3 Political Modernization and Employee Performance 17
2.3.4 Cultural Modernization and Employee Performance 20
2.3.5 Equipment Modernization and Employee Performance 22
2.4 Conceptual Framework 25
2.4 Summary and Gaps 26
CHAPTER THREE RESEARCH METHODOLOGY 28
3.1 Introduction 28
3.2 Research Design 28
3.3 The Study Site 28
3.4 Target Population 29
3.5 Census Design 29
3.6 Data Collection Instruments 30
3.6.1 Questionnaire for Operational Staff 30
3.6.2 Interview Guide for Departmental Heads 30
3.7 Pilot study 30
3.7.1 Validity of Instruments 31
3.7.2 Reliability of Instruments 31
3.8 Data Collection Procedure 32

3.9 Data Analysis 32

3.10 Ethical Considerations 33

3.11 Chapter Summary 33

CHAPTER FOUR DATA ANALYSIS, PRESENTATION, AND DISCUSSION 34

4.1 Introduction 34

4.2 Response Rate 34

4.3 Respondents Background Information 34

4.3.1 Gender of Respondents 34

4.3.2 Age of the Respondents 35

4.3.3 Highest Education Level 37

4.4 Employee Performance at the Nakuru Lands Offices 37

4.5 Administrative Modernization and Employee Performance 41

4.6 Political Modernization and Employee Performance 45

4.7 Cultural Modernization and Employee Performance 49

4.8 Equipment Modernization and Employee Performance 53

4.9. Regression Analysis 57

4.10 Chapter Summary 59

CHAPTER FIVE SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS 60

5.1 Introduction 60

5.2 Summary of Key Findings 60

5.2.1 Influence of Administrative Modernization on Employees' Performance . 60

5.2.2 Influence of Political Modernization on Employees' Performance 60

5.2.3 Influence of Cultural Modernization on Employees' Performance 61

5.2.4 Influence of Equipment Modernization on Employees' Performance 61

5.3 Conclusions 61
5.4 Recommendations 62
5.4.1 Administrative Modernization 62
5.4.2 Political Modernization 63
5.4.3 Cultural Modernization 63
5.4.4 Equipment Modernization 64
5.4.5 General Recommendations 64
5.5 Areas for Further Research 64
REFERENCES 66
APPENDICES 71
Appendix I: Research Questionnaire 71
Appendix II: Interview Guide for Heads of Department 75
Appendix III: Research Authorization Letter from St. Paul's University 77
Appendix IV: Research Authorization Letter from NACOSTI 78
Appendix V: Research Authorization Letter from County Director of Education 79
Appendix VI: Research Authorization Letter from Deputy County Commissioner 80
Appendix VII: NACOSTI Research Permit 81

LIST OF TABLES

Table 3.1: Distribution of Employees by Departments 29

Table 3.2: Reliability Analysis Results 31

Table 4.1: Respondents view on various aspects on Employee Performance 38

Table 4.2: Combined Employee Performance Score 41

Table 4.3: Respondents view on various aspects of Administrative Modernization .. 42

Table 4.4: Combined Administrative Modernization Score 44

Table 4.5: Correlation between Administrative Modernization and Employee Performance 44

Table 4.6: Respondents view on various aspects of Political Modernization..... 46

Table 4.7: Combined Political Modernization Score 48

Table 4.8: Correlation between Political Modernization and Employee Performance 49

Table 4.9: Respondents views on various aspects of Cultural Modernization 50

Table 4.10: Combined Cultural Modernization Score..... 52

Table 4.11: Correlation between Cultural Modernization and Employees' Performance 53

Table 4.12: Respondents vies on various aspects of Equipment Modernization..... 54

Table 4.13: Combined Equipment Modernization Score 56

Table 4.14: Correlation between Equipment Modernization and Employee Performance 56

Table 4.15: Model Summary 57

Table 4.16: ANOVA Results 58

Table 4.17: Regression coefficients 58

LIST OF FIGURE

Figure 2.1: Conceptual Framework (Author, 2019)..... 25

Figure 4.1: Distribution of Respondents by Gender..... 35

Figure 4.2: Distribution of Operational Staff by Age Category..... 36

Figure 4.3: Distribution of HOD by Age Category..... 36

Figure 4.4: Respondents distribution by Highest Level of Education..... 37

ABBREVIATIONS AND ACRONYMS

ERS:	Economic Recovery Strategy for Wealth and Employment Creation
EU:	European Union
HODs:	Heads of Departments
ICT:	Information and Communication Technology
IT:	Information Technology
KRA:	Kenya Revenue Authority
NACOSTI:	National Commission for Science, Technology and Innovation
SAPs:	Structural Adjustment Programs
SPSS:	Statistical Package for Social Sciences
UK:	United Kingdom
PSC:	Public Service Commission
NPM:	New Public Management

CHAPTER ONE
INTRODUCTION

1.1 Chapter Overview

This chapter introduces the issue of study. It is organized into several sections namely background of the study, problem statement, purpose of the study, specific research objectives, research questions, scope of the study, justification of the study, and assumption of the study.

1.2 Background of the Study

The subject of employee performance has been given significant attention in commercial organization. This subject has also gain importance in the public sector in recent years. In the current economic environment, improving the performance and efficiency of public servants has become more important than ever (Sanderson, Harshak, & Blain, 2009). Various approaches for improving the performance of public sector workforce have been tried and tested including introduction of performance appraisal schemes, creating remuneration arrangements aimed at motivating employees, and implementing training program. Some public entities try to improve employee performance by transforming organizational structures and processes; an exercise popularly referred to as modernization.

Modernization is the technique of reviewing and modifying the structure and methods of a given organization (Buhlungu, 2013). It entails changing the internal architecture of the organization in order to improve the quality of product or services. According to Lushchak and Bespalyuk (2013), modernization is a major part of organizational development. Although the modernization process is often aimed at improving services or products, its outcome can be negative as this process may introduce fear and uncertainty within the organization. The modernization process is very complex and its outcome dependent on many factors including leadership and change management strategy.

According to Anna, Santos, Diniz, Benevides, and Dultra (2016), organizational modernization can be grouped into three categories: administrative, political, and cultural. Administrative modernization reflects changes to organization administrative structures and practices such as remuneration practices. Political modernization refers

to changes in the organization decision-making practices while cultural modernization refers to changes in the organization value and belief systems. According to Phillips (2011), another aspect that has become an important part of organization modernization is technology particularly that used in the management of information.

Modernization of the public sector has become a buzz word in many parts of the world. In the United States, Kliitgaard and Light (2010) noted that low performance in government led to delivery of poor quality services at inflated cost. It was observed that government institutions were ill equipped to deal with modern challenges such as distorting of the line between state and market, globalization, and terrorism. Kliitgaard and Light (2010) proposed various structural reforms aimed at creating performance-driven and flexible public agencies. The reforms focused on introducing better and more effective structure, improved leadership, and enhanced performance-based incentives.

In Europe, Triompe (2013) observed that a lot of things had changed in the public sector most notably the distorting of the borders between the profit and non-profit sector as well as between private and public sectors. Consequently, restructuring and modernization have become urgent agendas in the public sectors of most EU nations. Modernization of public sector has also been necessitated by economic crises and public debt problems within the continent (Triompe, 2013). Many countries have instituted reforms that seek to trim public spending, rationalize resources, and externalized services. These reforms have had significant impact on the public sector workforce such as retrenchment, employment freeze, and increased workload.

In the United Arabs Emirates, Groo (2008) examined the modernization of the Abu Dhabi's judicial system where the government implemented various reforms that included the establishing a new judicial architecture, introducing a new judicial training regime, redesigning the organizational structure of the judiciary, and installing advanced information technology (IT) based applications. Groo (2008) found that these reforms had led to improved performance marked by speedy delivery of service and improved quality of judicial decisions.

In the developing countries, Rose, Chaison, and Garza (2014) noted that international lending institutions such as the World Bank have played a central role in the

transformation and modernization of public sector entities. Specifically, most of the public sector reforms in these countries were introduced as part of the Structural Adjustment Programs (SAPs) of the World Bank in the 1980s. However, there are more recent reforms that have been influenced by a combination of social, economic, technological, and political factors. In Africa, public sector modernization is largely driven by lending conditionalities, increased emphasis on good governance, and demand for efficiency and reduction in public expenditure (Economic Commission for Africa, 2015). Most reforms have focused on decentralizing and privatizing services, and introducing accountability measures such as performance appraisal. However, Economic Commission for Africa (2015) noted that these reforms have not been implemented in a comprehensive and consistent manner resulting is less desirable outcomes.

In Kenya, the performance of public sector employees has been a major concern to the government and citizens. The public sector workforce is strongly associated with low performance, misguided resource allocation, inefficiency, wastage and embezzlement of public funds, inflated expenditures, and poor service delivery (Kakui & Gachunga, 2016). Various factors are attributed to the poor performance including the assuming of the powers and responsibilities of appointing civil servants by powerful and corrupt forces. As results, the public sector ended up with less qualified and incompetent workers with little commitment to service (Hope, 2012). The performance challenges have been at the heart of the economic development challenges experienced in the country. Introducing new management approach is viewed as an effective remedy to these problems.

Although attempts to reform the public sectors have been since 1990, it's only in the 1990s that serious effort to transform the public sector began. Between 1993 and 1997 the Kenyan government launched and implemented the Civil Service Reform Program (CSRP) aimed at enhancing service efficiency and productivity (Korir, Rotich & Bengat, 2015). Five broad-based changes were introduced including streamlining of the organizational structure to reflect ministerial and department functions, downsizing the workforce, introducing pay and benefits aimed at attracting and retaining talented workers, and rationalization of training programs. Another reform program titled *Economic Recovery Strategy for Wealth and Employment Creation*

2003-2007 (ERS 2003-2007) was introduced in 2003 after the election of NARC government (Hope, 2012). The goal of ERS 2003-2007 is to strengthen governance in public institutions. In 2008, the government launched the economic blueprint called *Kenya Vision 2030,* which required a wide range of reform within the public sectors aimed at creating a motivated and well-trained public service.

The reform programs implemented in the past have not had the desired effect in all areas of public service. One area that is still damaged with performance gaps in the Ministry of Land. The Ministry of Land is responsible for ensuring equitable access, efficient administration, and sustainable management of land resources in the country. Unfortunately, the quality of workmanship in this ministry has been called to question on various occasions. The ministry has been a continuous source of problems with cases of fraud, extortion, forgery, missing information and files, and rampant cases of unprocedural land acquisition (Wangui, 2017). The management of land has particularly been a contentious issue in Nakuru County. The county has been marred by long standing land dispute that often culminate to ethnic conflicts. The National Land Commission (2016) noted that most settlement firms in the county were bought by ethnic-based land buying societies resulting in multiple settlements that are occupied by one community.

Various modernization programs have been started with the view of transforming the performance of this ministry including digitization of land records, registration of public and community land, digital mapping of land, and reengineering of processes (Musyoka, 2018). This study seeks to examine how these modernization initiatives have influenced the performance of employees with a specific focus on the Nakuru Land Offices. This study will focus on assess four categories of modernization at the department of land: administrative, political, cultural, and equipment.

1.3 Problem Statement

Employees have become the most critical resource in modern organizations. In this study, employee performance is conceptualized as a staff's job achievements after exercising the skills and efforts associated with his or her job. The performance of employees is closely connected to the overall performance and development of an organization. In public organizations, employees' performance determines the

effectiveness of service delivery. The Kenyan public sector is characterized by employee performance challenges evidenced by inefficiency, wastage and embezzlement of public funds, and poor service delivery (Kakui & Gachunga, 2016). Employee performance in the public sector is a function of a countless of factors. One of these factors is how change or modernization programs are introduced and managed within an organization.

Although modernization programs are implemented with the aim of improving organizational performance, studies such Rouban (2009) and Kuhlmann, Bogumil, and Grohs (2008) found that when not implemented appropriately, modernization programs can lead to negative consequences such as less qualified and incompetent workers, and low employee commitment and motivation. It is in this light that the proposed study seeks to examine how implementation of modernization programs at the Ministry of Land has influenced the performance of employees.

A study by African Woman and Child Feature Service (AWCFS) (2017) revealed that there a systematic breakdown in the administration and management of lands and lands delivery procedures throughout the country. A report by the Public Service Commission (PSC) (2017A) also rated the performance at the Ministry of Land at 55.63%, which was classified as low. To address the performance issue, various modernization programmes have been initiated including the digitization of land registries. It is not clear how these modernization initiatives have been implemented and how it has affected employee performance. There are many studies about modernization and others on employee performance but few have combined the two and thus the study seeks to bring the two together. For this reason, the study sought to investigate the influence of modernization programmes on employee performance

1.4 Objective of the Study

The main objective of this study was to examine the influence of modernization programmes on employee performance at Nakuru Land Offices.

1.4.1 Specific Research Objectives

The specific of objectives of the study were:

i. To assess the influence of administrative modernization on employee performance at the Nakuru Lands Offices

ii. To evaluate the influence of political modernization on employee performance at the Nakuru Lands Offices

iii. To examine influence of cultural modernization on employee performance at the Nakuru Lands Offices

iv. To assess the influence of equipment modernization on employee performance at the Nakuru Lands Offices

1.5 Research Hypotheses

H_0: Administrative modernization has no statistically significant influence on employee performance at the Nakuru Lands Offices

H_0: Political modernization has no statistically significant influence on employee performance at the Nakuru Lands Offices.

H_0: Cultural modernization has no statistically significant influence on employee performance at the Nakuru Lands Offices.

H_0: Equipment modernization has no statistically significant influence on employee performance at the Nakuru Lands Offices.

1.6 Scope of the Study

The proposed study sought to examine the influence of modernization programmes on the performance of employees at the Nakuru Lands Offices. The study focused on four main categories of modernization programmes: administrative, political, cultural, and equipment. Data was collected from the staff working in the land offices through the use of questionnaires and interviews. The study was cross-sectional in nature thus data was collected at only one point in time. It was limited to staff of ministry of land in Nakuru County. It was conducted between March and May 2019.

1.7 Justification of the Study

The study would be of value to the following stakeholders:

1.7.1 Ministry of Lands

The first stakeholders that stood to benefit from this research were the Ministry of Lands. The study highlighted the current status within the land offices under the ministry with regards to the four areas of modernization and how the modernization process has influenced the performance of staff. This knowledge will enable the organization to improve its modernization programs so as to ensure that they result in improved performance.

1.7.2 Members of the Public

Members of the public in Nakuru County and other areas who receive services from the land offices would also benefits from this study. There is overwhelming evidence that Kenyans have been receiving services that are below average at the ministry of lands. The knowledge derived from this study will help the ministry to mold its modernization programs in way that leads to improved service delivery.

1.7.3 Other Public Sector Organizations

The study will also be of value to other public entities in the country and around Africa. Although the study will focus on Ministry of Lands Offices, findings can be generalized to other public agencies. The knowledge created through this study will serve as lesson to other public agencies regarding how to develop and implement modernization programs.

1.7.4 Scholars and Researchers

The last group of stakeholders that stand to benefit from this study are scholars and researchers in the field of organizational development as well as other fields such as public administration. The study will add to existing theories and literature on the subject of modernization and employee performance in the public sector. It will also recommend areas for further study thus support future research in this area.

1.8 Assumptions of the Study

Since the study relied on accounts provided by staff at the land offices to analyze the study variables and test relations, assumptions were made that the respondents was

provide truthful and accurate information. Several measures were taken to enhance truthfulness including guaranteeing anonymity and confidentiality to the respondents.

The study also assumed that the staff at the land offices at Nakuru were well aware and adequately informed of the ,modernization programs being implemented at the ministry of land thus they were able to give an accurate account regarding these variables.

Another assumption made was that the sampling strategies that were used will yield a sample that is close representative of the employee population at the Ministry of Land Offices in Nakuru. A representative sample was necessary in ensuring that the findings obtained represent the actual situation at the study location.

1.9 Definition of Key Operational Terms

Administrative Modernization: Implementation of initiatives aimed at reforming the administrative functions and services within the organization.

Cultural Modernization: Transformation of the organization underlying beliefs values, assumptions, and ways of doing things in line with contemporary best practices.

Employee Performance: This refers to a staff's job achievements after exercising the skills and efforts associated with his or her job.

Modernization programme: Programmes aimed at remodeling the structure and processes of a given organization in order to improve the quality of product or services.

Political Modernization: This involves streamlining the decision-making processes and structures of an organization in line with emerging best practices.

Equipment Modernization: The process of improving the techniques, skills, and methods of producing goods and services.

County: Devolved unit of government under the Constitution of Kenya 2010.

1.10 Chapter Summary

This chapter discussed the background issues that have shaped the study and stated the research problem that the study intends to solve which is examining the influence of modernization on employee performance. The chapter has also identified the research objectives and research questions that guided the study. The justification and assumptions of the study are also discussed. The next chapter reviews theoretical and empirical literature related to the subject of modernization programmes and their influence of employees' performance.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter examined literature related to the subjected of modernization and its influence on employee performance especially in the public sector. The chapter was organized into various sections including theoretical literature review, empirical literature review, and the conceptual framework.

2.2 Theoretical Review

The study will be guided by three theories: Nudge Theory and the New Public Management model.

2.2.1 Nudge Theory

Nudge Theory was first conceived by James Wilk in 1995 as theory to explain how best to influence people's behavior (McClelland, 2016). The theory proposes the use of positive reinforcement to promote the adoption of positive behavior. It argues that the best way to promote a desired behavior is by altering the environment so that an individual's thought processes are triggered to favor the desired outcome (Sutein, 2014). The small alteration to the environment is aimed at bringing about the desired change are the theory refers to as nudges.

Cases of nudges that can be used to shape behavior include provision of relevant and timely information, use of social norms, graphic warnings for cigarettes, default rules such as making enrollment into a certain program automatic, simplifying the process of pursuing the desired behavior, increasing convenience, sending reminders, and use of rewards (McClelland, 2016). Although Nudge Theory was first applied to facilitate the adoption of healthy behaviors, it has also found application in the business management field where it has been used to support the adoption of positive corporate culture, desirable health and safety habits, productivity, and goal setting (Grunewald, Hammermann, & Placke, 2017). Nudge theory has also found wide application in the political field where it has been used to shape civic behaviors to meet public and other policy outcomes.

The Nudge Theory borrow heavily from the Transtheoretical Model (TTM) by Prochaska and Diclemente in 1977 to explain why some people are able to easily transform their behaviors while other are not (Patterson, Wolf, & Nochaski, 2010). The theory suggests that people change their behavior when they are ready to do so. It also emphasizes that people do not change their behavior quickly and decisively but rather in a gradual and continuous process. TTM opposes that people must go through six stages in order for successfully transition from old to new habits (Prochaska, Norcross, & Dicklemente, 2013). The six stages include: pre-contemplation, contemplation, preparation, action, and maintenance.

At the pre-contemplation stage, people begin to acknowledge the problem associated with current habits or ways of doing thing (Prochaska *et al.,* 2013). They increase their awareness regarding the negative effect of current habits. At the contemplation change, people make the decision to change their current behavior and engage in preliminary action. The preparation stage entails developing a plan for change, setting goals, and establishing priorities. It also entails securing the resources needed to execute the change. The action stage is where the change methods are executed (Patterson *et al.*, 2010). The people involved modify the old problematic habits and develop new positive behavior. The final stage, maintenance, entails sustaining the new behaviors.

Although TTM was originally developed to explain change in health behaviors such as smoking, it has also found application in explaining organizational change. Cheung (2010) used TTM to assess the change management process in projects. The study identified TTM as an influential model for examining individual readiness of change, which is instrumental in the implementation of organizational change. Klonek, Isidor, and Kauffeld (2014) also examine the applicability of TTM in explaining the adoption of entrepreneurial behavior in a sample of business students. Results found that TTM provided an effective framework for promoting adoption of an entrepreneurial culture.

Nudge theory was relevant to this study as it provided a framework for assessing the effectiveness of the modernization process at the Nakuru Lands Offices and its potential impact on employee performance. According to the theory, for the modernization process to have a positive effect, it needs to alter the workers environment using positive reinforcements such as involving employees of any

upcoming changes in their department, provision of information regarding the value of the modernization initiatives, training employees to work in the new system and structure.

2.2.2 New Public Management Model

The New Public Management (NPM) model emerged in the last 1970s in the UK under Prime Minister Margaret Thatcher (Gruening, 2011). It was developed in response to the limitations noted in the traditional model of managing public institutions such inefficiency. High costs, and poor service quality. The UK government used this model to reinvent government agencies and turn their performance around (Dickinson, 2016). The model became popular and was replicated by other public institutions across the globe.

According to Mongkol (2011), the idea behind the NPM model can be divided into two broad categories: (1) managerial restructuring and improvement, and (2) market and competition. Managerial restricting and improving seeks focuses on improving the managerial aspects of public institutions and entails implementing strategies such as downsizing, disaggregation, decentralization, performance measurement and improvement, strategic planning and management, democratization and increased citizen participation (Gruening, 2011). It seeks to entrench a result oriented managerial approach within public service organizations. It also seeks to reduce public expenditures, enhance service quality, and improve efficiency of public organizations.

The market and competition idea seek to reinforce market forces and competition within the public sector through strategies such as outsourcing, contracting, and privatization (Mongkol, 2011). This idea seeks to entrench the techniques and approaches used in the private organization in the delivery of public services. It is based on the belief that introducing principles of market efficiency and competition will improve the operation and overall performance of public organizations (Dickinson, 2016).

The NPM model was relevant to this study because it provided a framework for assessing the level of modernization at ministry of lands. The model stipulates several characteristics of a modernized public institution including decentralization,

democratization, performance measurement, strategic planning and management, and increased citizen participation. NPM also suggests that modernization can also be measured in terms of the extent to which an institution has adopted private sector approaches such as outsourcing and contracting.

2.3 Empirical Review

This section examines empirical studies that relate to the subject of modernization and employee performance. The section is organized in line with the study variables.

2.3.1 Employee Performance

Employee performance is a widely research concept in the areas of organizational development and human resource development. This term refers to a staff's job achievements after exercising the skills and efforts associated with his or her job. According to Pradhan and Jena (2016), performance is dynamic concept that encompasses process aspects as well as outcome aspects. From the process perspective, performance refers to whether the behaviors and actions of an employee meet expected standards. From the outcome perspective, performance is measured based on the extent to which an employee is able to deliver the expected outcomes.

Performance may also be measured from job specific behavior, which entails examining how well an employee executes his job duties and responsibilities (Sonnentag & Frese, 2012). This kind of performance is known as task performance. It is concern with performance of tasks that are directly related to the production of goods and services. The second type of performance is contextual performance, which goes beyond the employee immediate job duties and responsibility and examine pro social behaviors such as how well the employee is able to work well with others and take on extra roles such as helping others solve their problems (Pradhan & Jena, 2016). Contextual performance has an indirect impact on organizational goals and objectives.

The issue of employee performance has been widely studied but in the context of private sector organizations. Employee performance in government agencies is the primary focus of this study. Leisink and Steijn (2009) examined employee performance in the Dutch public sector. The study measured performance using three

outcome variable namely willingness to use effort, commitment, and perceived job performance. The study found that public sector employees in Netherland were more willing to use effort, were more committed, and had a high perception of their job performance. Leisink and Steign (2009) provide a good perspective on how to measure the performance of employee in the public sector. They however do not link performance to modernization, which is focus of the current study.

In another study, Mostafa and Cazares (2015) examined how individual factors specifically motivation level and organizational citizenship behaviors affects the performance of employee in the Mexican public sector. Results showed that individuals' motivation level factors do not have a direct effect on perceived performance. However, Mostafa and Cazares (2015) found that organizational citizenship behaviors have a direct effect on performance. This study also shade light on the issue of performance in the public sector but does not link performance to modernization process.

In Kenya, Kakui and Gachunga (2016) examine how the implementation of career development program influences performance of public sector staff with a specific focus on the Kenya National Cereals and Produce Board. Employee performance was measured in terms of employee productivity, service delivery, and achievement of targets. Findings showed that career development programs influence performance by expanding key competencies, increasing motivation, and enhancing employee network (Kakui and Gachunga, 2016). The study was however fundamentally different from the proposed study as it examined influence of development on performance rather than the effect of modernization career on performance.

In another study, Kelemba, Chepkilot, and Zakayo (2017) examine how personal attributes influenced the performance of employees in the public sector. A total of 225 employees were selected from different government ministries. Performance was measured in terms of service delivery, communication effectiveness, timely production of reports, adherence to policies and guidelines, adherence to strategic plan, and customer satisfaction. Kelemba et al. (2017) found that personal attributes had a statistically significant influence on performance. Although the study offers useful perspective on how to measure performance of public sector staff it does not examine the influence of modernization hence the need for the proposed study.

Specifically relating to the performance in the public service sector in Kenya, the PSC (2017B) found that the Kenya civil services has not been able to achieve optimal performance because of the inability to create a competent human resource. PSC (2017B) noted the Kenyan civil services places a lot of emphasis on qualifications and credential during recruitment and selection rather than an individual's competencies. The recruitment and selection processes are also largely dependent on oral interviews rather than practical or written aspects. The PSC (2017B) recommended the modernization of these practices in order to improve performance of the public service.

2.3.2 Administrative Modernization and Employee Performance

Administrative modernization is the method of reviewing and modifying the administrative functions and services within the organization (Anna et al., 2016). The administrative functions include but not limited to procurement, recruitment and selection, performance appraisal, finance and accounting, and remuneration of staff. According to Nalbandian (2007), administrative modernization seeks to create an administrative structure that is more efficient and effective, and that fosters citizen engagement and participation. It also focuses on connecting administrative processes with the organization's strategy goals.

Administrative modernization encompasses creating structures that are organized around problems rather than departments, introducing results-based performance measurements and goal based appraisal systems, creating flexible work arrangement and personnel policies, and budgeting based on performance (Nalbandian, 2007). It also entails updating existing systems to improve workflow and broaden capabilities, reducing manual processes and eliminating hand-offs, clarifying roles and responsibilities, clarifying and revising current policies, and creating new policies.

Avila, Teixeira, and Almeida (2015) examined how modernization can be promoted through dematerialization, the process of converting paper documents into electronic formats with aim of eliminating paper circulation. It entails replacing papers with electronic document management. Avila et al (2015) found that dematerialization has a positive influence on organizational performance as it promotes clear and structured processes, and eliminates the problems associated with paper documentation.

Although this study highlights the effect of modernization on performance, it has focused on only one element of modernization, dematerialization. The proposed study seeks to examine the influence of other aspects of administrative modernization including the introduction of results-based performance measurements, competency-based promotion, and creation of flexible work arrangements.

Nahum (2017) examined the administrative modernization of the Barcarena Local Authority in Brazil. The study noted that the city had been planned and managed conservatively by the local elite in the interest of the political and economically dominant class. The modernization process sought to introduce public participation in the planning and administration of the city's affair. It also sought to control public spending and regulate the tradition political action of welfares. Nahum (2017) found that the modernization program was fairly successful because the implementation process was slow and gradual. The changes were not based on sudden and sharp cultural, social, institutional, and economic raptures. This study provides valuable insight on how the approach used to implement administrative modernization program can have an impact on the program's outcome. However, this study does not examine the link between administrative modernization and staff performance, which is the focus of the proposed study.

Aitchison (2014) examined how the collective actions of SMEs led to administrative modernization in Russia. It was observed that the 1990s and 2000s, the Russian public sector was characterized by widespread corruption that preyed on SMEs by exploiting legal loopholes to extort money from these businesses. The SMEs consolidated and joined hand to address this problem collectively. The collective actions of the SMEs resulted in major transformation that resulted in more professional, transparent, and accountable public sector (Aitchison, 2014). Although this study does not directly measure the influence of administrative modernization on employee performance, it provide evidence that the modernization process can lead to positive organizational outcomes such as increased transparency, which is closely connected to employee outcomes. This study is however conducted in context that is economically and culturally different from Kenya and thus findings may not reflect the situation in Nakuru Lands Offices.

The studies reviewed so far suggest that administrative modernization has a positive impact on organizational outcomes. However, modernization can also have a negative influence on an organization. The negative influence is captured by Rouban (2009) who found that a major negative side of administrative modernization is the disinterest that characterizes most public workforces. Rouban observed that in the United States, attempts by the Reagan administration to introduce cost control measures in the civil services was confronted with high level of resistance and hostility from career civil servants. This modernization program that sought to reduce the size of the public workforce and cut the civil service budget led to withdrawal of cooperation from the staff. Rouban (2009) also found that modernization affects both the social role and political psyche of civil servants, which also have an impact on employees' job outcomes. Although the study shows the relationships between modernization and performance of public sector employees, it was conducted in the United States whose public workforce is different from Kenyan public workforce in aspects such as culture.

On the other hand, Kuhlmann, Bogumil, and Grohs (2008) found that administrative modernization of local authorities in Germany did not results in a major paradigm shift from the bureaucracy that characterizes the local governments. The study examined the administrative modernization program that was implemented over duration of 10 years. Results showed that bureaucratic and inflexible administrative structures and processes continued to persist within the local authorities even after the implementation of the program. However, the program did leave behind lasting improvement in managerial processes and organizational performance. The studies by Rouban (2009) and Kuhlmann *et al.* (2008) suggest that the link between administrative modernization and employee performance is not straightforward. Some modernization programs may have a positive influence on performance; other may have a negative influence while some may not have any meaningful impact.

2.3.3 Political Modernization and Employee Performance

Political modernization involves changing or modifying the decision-making processes and structures of an organization (Anna *et al.*, 2016). It may entail aspects such as decentralizing decision-making authority, increasing staff involvement in decision-making, giving staff greater autonomy to make decision, and increasing

transparency within the organization. It also entails making the organization more inclusive by drawing previously marginalized groups into the center of the organization. Arnaboldi, Lapsley, and Molin (2016) noted that political modernization is necessary in the streamline of public sectors that are embedded in politics. In such context, the success of modernization is attached on the ability to balance the interplay between political and managerial issues.

The importance of transforming decision-making process among organization is capture in the study by Ejimabo (2015), who used the ethnographic research design to assess the decision-making practices and experiences of 400 business executives in the United States. Results revealed that tradition autocratic decision-making approach was becoming ineffective in guaranteeing positive organizational outcomes. Consequently, organization should switch to participative and democratic approaches of making-decisions for them to be guaranteed positive outcomes. The study by Ejimabo (2015) was however conducted in the United States and mainly involved private commercial organizations. Findings may therefore fail to reflect the situation in the Kenyan public service sector.

The study by Ondrova (2017) also noted that apart from the outcomes delivered by public organizations, the methods and means used to arrive at these outcomes are also important. The study emphasized the need for public organization to improve its interaction and involvement of different stakeholders in their operations. The old public administration that treated members of the public as subjects who can be dictated upon is no longer feasible in the modern society. Ondrova (2017) found that decision-making processes in the modern public service sector should encompass values such as mutual cooperation with the citizens, public interests, and ethical values.

Political modernization also entails modifying the internal politics of an organization. Godot and Kapun (2010) noted that organizational politics is an inevitable reality in every workplace. They defined organizational politics as behavior that is aimed at maximizing the self-interest of individuals. It represents undercover activities, hidden dynamics, and other goal-seeking tactics. Organizational politics is often driven by competition for resources, and differences in opinion and interest. Abbas and Awan

(2017) found that organizational politics can have an adverse effect on performance especially when it conflict organizational goals.

A number of researches have been conducted on the subject of political modernization. Xia (2017) examined how e-governance had contributed to political modernization in Asia. The study divided political modernization into three aspects: citizens' level of liberty, citizen political involvement and participation, and government transparency. Results showed that e-governance had a positive influence on all the three aspects of political modernization (Xia, 2017). Although this study does not show how political modernization influence employee performance, it provides a good approach for measuring political modernization.

In another study, Wright and Ammari (2015) examine how the modernization process at the University of Portsmouth influenced employee performance. Results showed that some of the aspect of modernization that had a major positive influence performance includes increased transparency, improved communication, and greater staff involvement. These are central aspects of political modernization. Although the study by Wright and Ammari (2015) provides evidence regarding the existence of a link between political modernization and employee performance, it was conducted in the UK and focused on the field of academia. Therefore the study may not reflect the reality in the Ministry of Lands Nakuru due to the probable cultural, political, and institutional differences between the two study settings.

In their study, Glennon et al. (2017) demonstrated that political modernization can also lead to negative outcomes. The study examined the consequences of modernization on local government employees in UK. The goal of the modernization process was to make local authorities democratically accountable and more open to local people. Glennon (2017) found that instead of realizing the intended goal, the modernization process had led to budget cuts, deregulation of performance, politicization of performance measurement, and decreased transparency and accountability. The effects on the workforce include staff reduction due to delays on hiring, skill deficiencies, reduction in capacity and capabilities, and loss of institutional knowledge. Glennon (2017) observed that the negative outcomes can be largely attributed to fact that the project deviated from the original goal of enhance openness and transparency and focused more on strictness measures. Glennon study

was also conducted in the UK and thus findings may not reflect the reality in the Kenya public sector.

2.3.4 Cultural Modernization and Employee Performance

In the organization context, cultural modernization is the method of transforming the organization from the traditional culture to modern culture (Anna, 2016). It entails developing an organization culture that support new and creative ideas, continuous learning, individual initiative, and high levels of integrity. The term organizational culture refers to the beliefs, values, and principles that guide the behaviors of members a given culture (Silva & Fadul, 2011). According to De Souza and Fenili (2016), organizational culture has a major impact on the performance and sustainability of a given organization. Changing organizational culture is inevitable when an organization wants to make improvements.

Innovation is one of cultural variables that have been identified by NPM model as essential to the success of contemporary public service institution. Unfortunately, the study by Jolles, McBeath, Carnochan, & Austin (2016) found that the level of innovation in public sector organizations was low. The study collected data from a sample of 466 public sector managers using questionnaires. Results showed that only 38% of the managers applied innovative approaches in their work. The study revealed that organization innovation can be enhanced by creating networks between public and other institutions as well as creating learning communities. Although the study by Jolles *et al.* (2016) brings to light one of the essential aspects of cultural modernization (innovativeness), it does not assess the link between having an innovative culture and employees' performance.

In their study, Harrison and Baird (2014) found that some public sector organizations in Australia particularly the local authorities had changed their organizational culture into outcome and innovation oriented cultures that characterize private organizations. However, other public organizations particularly government departments and agencies continued to exhibit a rigid and bureaucratic culture. In Ghana, Owusu (2012) observed that there were good and poor performing public organizations. The study linked the differences in performances to organizational culture. Organizations that had flexible and open cultures were more likely to exhibit good performance

while those with rigid and bureaucratic cultures were more likely to record poor performance. The studies by Harrison and Baird (2014) and Owusu (2012) demonstrate how cultural modernization affects the performance of public sector staff. However, these studies were conducted in other countries and thus findings may not reflect the situation in Kenyan public sector with respect to organizational culture and performance of employees.

Learning is one of the cultural variables that have become essential in the modern public sector. The study by Watkins, Milton, and Kurz (2014) examined the learning culture in a sample of public healthcare organizations in the United States. The study found that learning culture was positively and strongly related to performance of employees at the individual and team levels. Several factors were found to be strongly related with the development of a learning culture including having systems that for capturing and sharing knowledge, providing learning leadership, and providing a collective learning vision. The study by Watkin *et al.* (2014) highlights one of the cultural components expected of a modern public organization and how this component affects employee performance. This study however focused on public healthcare organizations in the United Sates and thus findings may not reflect the current situation in the Kenyan ministry of lands.

In Kenya, Misigo and Moronge (2017) examined how organizational culture in the Ministry of Water and Irrigation influences the performance of employees. Organizational culture was measured in terms of organizational values, communication, mission, and reward systems. Findings revealed that organizational culture had a significant influence on employee performance. Mwau (2016) also found that organizational culture has a major influence on the performance of Employees at Kenya Power and Lighting. Organizational culture was measured in terms of consistency, employee involvement, adaptability, and mission. These studies (Misigo and Moronge 2017; and Mwau 2016) have however focused on the influence of organizational culture rather than organizational culture modernization, which is the focus of the proposed study. The proposed study is interested in examining the effect of culture change rather than the effect of a static culture.

Yeganeh (2017) examined how cultural modernization influences work values and attitudes across various countries. Results showed that countries that had low cultural

modernization scores were likely to display work centrality, material and extrinsic rewards systems, and workplaces that show noticeable discrimination against foreign workers and women; work values that are likely to have a negative influence on performance. In contrast, countries that had high cultural modernization scores displayed low work centrality, greater equality in the workplace, and tolerance for foreign workers; work values that are likely to have a positive influence on performance (Yeganeh, 2017). Although the study does not directly examine employee performance, it provides a reasonable explanation of how cultural modernity can promote employee performance. The findings suggest that cultural modernization is likely to have a positive influence on performance as it promotes positive work values.

2.3.5 Equipment Modernization and Employee Performance

Equipment refers to the tools and techniques used in the production of goods and services. Therefore equipment modernization refers to the method of modifying the tools and techniques of producing goods and services (Carroll, 2017). Information and communication technology (ICT) is one of the aspects that have been aggressively promoted by modernization practitioners. ICT refers to techniques and methods used to manage the organization's information and communication functions. According to Kunst (2014), ICT has the potential of enhancing the performance of public sectors in developing countries by increasing efficiency, improving transparency, and reducing costs. In many country, introduction of electronic system of supporting government services popularly known as e-government has become a symbol of modernization (Kunst, 2014).

In their study, Introna, Hayes, and Petrakaki (2010) examined the impact of modernization in the Greece public sector through the implementation of e-government strategy. The study found that e-government initiatives were established through various technological changes that were meant to steer staff towards a particular way of working. The implementation of this strategy was done through negotiations, invention, and collaboration among different occupational groups and professionals. Regarding the effect of the program, Introna et al. (2010) found that instead of reforming the provision of service, the modernization program ended up reinforcing the practices that it sought to change. Although the study examined the

impact of equipment modernization, it did not directly link the modernization process to employee performance, which is the focus of the proposed study.

In another study, Aritonang (2017) assessed the effect of implementing e-government system on the quality of services offered by the Indonesia public organizations. The study noted that the implementation of e-government had become a mandatory requirement for all national and local government organizations in Indonesia. There was however a misleading perception that the e-government platforms alone are adequate for realizing the desired improvement in public services (Aritonang, 2017). Most public official were ignorant of the fact that transformation of the service delivery process was also dependent on other factors such as maintenance of the technology, financial support, and the staffs' work culture. Although this study assesses the impact of equipment modernization, it also fails to link the modernization process with employee performance. The proposed study seeks to bring out how equipment modernization affects employee performance by influencing their motivation level, job commitment, service provision, and innovativeness.

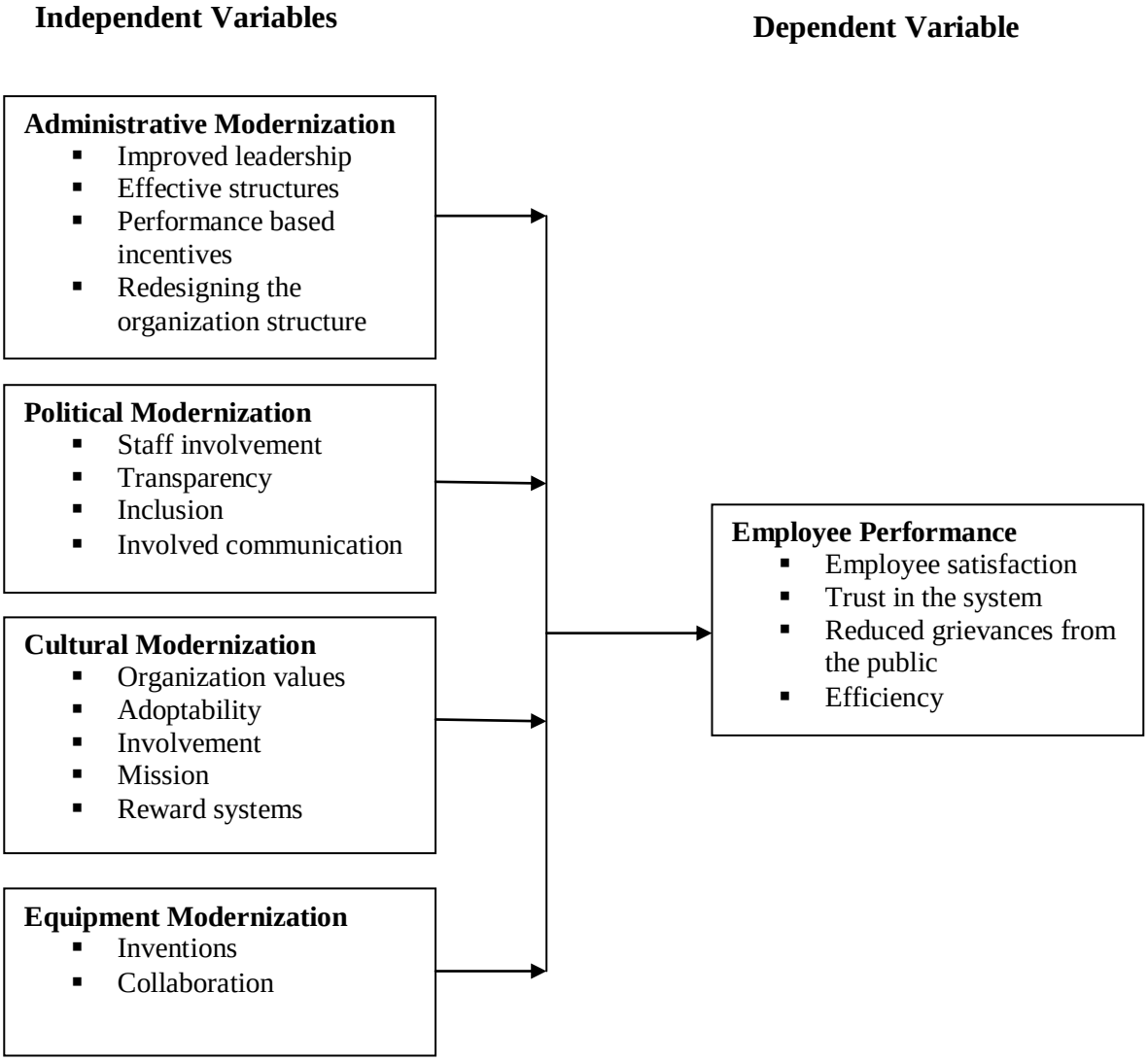
Haque, Pathrannarakul, and Phinaitrup (2012) examined how the implementation of e-government technology had contributed to the modernization of the Pakistani public sector. The study observed that the government of Pakistan had adopted the use of digital information technology in the delivery of services and running of government affairs. The implementation process was done through comprehensive involvement of key stakeholders. Results showed that the implementation of e-government had led to improved decision-making, streamlined interaction between different units and departments, and heightened planning capacity (Haque *et al.,* 2012). These improvements had a positive implication on the quality of services delivered to citizens. This study demonstrates the impacts of equipment modernization but has not directly linked the modernization process to employee performance.

In Kenya, Gitaru (2017) found that the automation of the revenue collection system by the Kenya Revenue Authority (KRA) led to an increase in the volume of transactions including the processing of large number of imported consignment. The automation also led to an increase in the revenue collection from KES 408 billion in 2008 to Ksh 635 billion in 2012. This study highlights the impact of equipment modernization on organizational performance but does not explore the direct effect

that the modernization has on employees. Wamalwa (2014) found that the automation of the revenue collection system at KRA was largely success because there were political and economic incentives that favored the implementation of the program. Adequate financial resources were also allocated to this program, which was implemented gradually as a process rather than a one-time event. These studies (Gitaru 2017 and Wamalwa 2014) show the effect of equipment modernization on financial performance rather than effect on employee performance. Financial performance is different from employee performance. Financial performance is a function of myriad of other variables besides employee performance.

2.4 Conceptual Framework

The conceptual framework for the proposed study is presented in Figure 2.1.



Source: Author (2019)

Figure 2.1: Conceptual Framework

From Figure 2.1, the study assumes that employee performance (the dependent variables of the study) is influenced by four modernization variables: administrative modernization, political modernization, cultural modernization, and equipment modernization.

Employee performance was measured in terms of faster delivery of services, reduction in corrupt practices, improved quality of lands records, and customer satisfaction.

Administrative modernization is measured in terms of introduction of result-oriented appraisal system, competence-based compensation system, competency-based promotion criteria, and favorable work environment. The study hypothesized that political modernization influences employee performance by shaping their level of motivation, commitment to the organization, job involvement, and work satisfaction.

Political modernization was measured in terms of introduction of staff involvement, transparency, inclusion, and involved communication. The study presumed that political modernization would translate to improved employee performance by enhancing employees' motivation level, speed of decision-making, growth and development.

Cultural modernization was measured in terms of organization values, adoptability, mission, involvement and reward systems. The study theorized that cultural modernization influences employee performance by determining the level of creativity, innovation, and job commitment among staff.

Equipment modernization was measured in terms of negotiation, inventions and collaboration. The study posited that equipment modernization would translate to improved employee performance by reducing workload, increasing transparency, streamlining interaction between staff and members of the public, improving decision-making, and reducing errors.

2.4 Summary and Gaps

The issue of employee performance is widely covered in literature, but the majority of the studies have focuses on the private commercial sector. Nonetheless, there quite a number of studies such as Pradhan and Jena (2016), Sonnentag and Frese (2012), Leisink and Steijn (2009), and Mostafa and Cazares (2015) that have explored employee performance in the public sector. These studies have however been conducted outside Africa particularly in developed countries and advanced democracies where the public sector is more mature. Consequently, the findings may not reflect the existing situation in the Kenyan public sector and specifically in the ministry of land.

The studies by Kakui and Gachunga (2016) and Kelemba et al. (2017) have examined employee performance in the Kenyan public sector but have not linked this issue to modernization, which is the focus of the current study. The study by Kakui and Gachunga (2016) is fundamentally different from the proposed study as it examined influence of career development on performance rather than the influence of modernization on employee performance. On the other hand, Kelemba et al. (2017) examined how the individual attributes of public sector employees' influence their performance. There is a gap in evidence regarding how modernization programs affect the performance of employees. This is the gap that the proposed study intends to fill.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the research design, target population and the sampling technique to be used. The chapter further discussed the data collection instruments were used and the process of data analysis applied.

3.2 Research Design

This study employed the descriptive research design. This design entailed observing and describing the phenomenon and variables of interest without influencing or manipulating them in any way (Bryman, 2016). This study sought to observe and describe how the various components of modernization have been implemented at the Ministry of Lands and how they affected the performance of employees in this ministry. The descriptive research design was selected because the researcher had no control over the study variables (administrative, political, cultural, and equipment modernization) and thus the variables can only be observed without manipulating them. The study made use of both quantitative and qualitative methods.

According to Bryman (2016), there are three main approaches in the descriptive research design: surveys, case studies, and observational studies. This study made use of the case study approach, which entails conducting an in-depth analysis of an object, place, individual, or institution that possess the phenomenon of interest (Bryman, 2016). The current study sought to conduct an in depth analysis of the modernization process at the Ministry of Lands in Nakuru County and how it has influenced the performance of employees. The case study approach was selected because the main aim of the study was to generate deep insight on how modernization is done in public institution and how the modernization process influences employees' performance.

3.3 The Study Site

The study was done in Ministry of Lands in Nakuru County. The Ministry of Lands is responsible handling all matters relating to land. This includes land registration, settlement matters, survey and mapping, physical planning, land and property valuation, and administration of public land. The ministry headquarter is at Ardhi

House in Nairobi County, and runs offices all 47 counties. The Ministry of Lands in Nakuru County was selected for the study because it is among the few regional offices of the Ministry that have undergone modernization initiatives such as digitization of land registries and the installation of Lands Information Management System (LIMS) (Muhindi, 2017).

3.4 Target Population

The research targeted 62 employees from Ministry of Lands in Nakuru County comprising of 6 heads of departments (HOD) and 56 operations staffs. Since the study is interested in examining the performance of employees at Ministry of Lands Nakuru, it was logical employees to be the unit of analysis. This is the population to which the researcher intended to generalize results of a study. Employees were also chosen as targets because they have information regarding the modernization programs taking place in their organization. The study had two components: quantitative that targets to collect data from operations employees and qualitative components that target heads of department.

3.5 Census Design

The study made use of the census rather than the sampling approach. The census approach entails enlisting all individuals that make up the target population into the study (Bryman, 2016). This approach was adopted because the numbers of individuals within the target population were few. A major advantage of the census approach is that it is more accurate than sampling as data is collected from each unit within the population thereby eliminating sampling bias. Table 3.1 presents a breakdown of the employees that will be involved in the study.

Table 3.1: Distribution of Employees by Departments

Category	HOD	Operations Employees
Physical planning	1	8
Survey	1	17
Land registration	1	13
Valuation	1	6
Administration	1	7
Land adjudication settlement	1	5
Total	**6**	**56**

3.6 Data Collection Instruments

A significant feature of the descriptive case study design is the use of multiple sources of data (Harrison *et al.,* 2017). Two data collection instruments were used in the study: questionnaire for the operational staff and interview guide for the departmental heads.

3.6.1 Questionnaire for Operational Staff

The questionnaire for operational staff mainly comprised of closed-ended questions. Closed ended questions were easier to analyze since they were in an immediate usable form, easy to administer because each item was followed by alternative answers and are economical in terms of time and money. This type of questions was preferred for operational staff due to the relatively large sample size that would make analysis of open-ended questions cumbersome. The questions were divided into six sections. Section 1 comprised questions examining the demographic traits of the respondents Section 2, 3, 4, 5, and 6 contained questions assessing administrative modernization, political modernization, cultural modernization, equipment modernization, and employees' productivity.

3.6.2 Interview Guide for Departmental Heads

Data was collected from heads of department using an interview guide. The goal of the interview was obtained in-depth information regarding modernization and employee performance at the Ministry of Lands Nakuru County. The guide was semi-structure meaning that it contained a list of initial questions for all the eight heads of departments. Based on responses to the initial questions, follow-up questions were asked that were bound to differ from one respondent to the next**.**

3.7 Pilot study

A pilot study was done to assess the validity and reliability of the research instruments. Subjects from the pilot study were drawn from the Ministry of Lands Offices in Kericho County. It involved a total of 12 participants, which was 20% of the sample size for the main study. Kericho County was chosen because their heterogeneous similarity with Nakuru Lands Office and it was once under the ministry of Lands Rift Valley Province, with its offices in Nakuru County.

3.7.1 Validity of Instruments

The validity of the instrument was enhanced by consulting research supervisors at the Department of Development Studies at St. Paul's University. The research sought input of the supervisors in evaluating the quality, clarity, relevance, and appropriateness of the questions contained in the two research instruments. The recommendations of the supervisors were used to enhance the validity of the instruments. The data collected during the pilot study was also useful in assessing the validity of the research instruments. Through the pilot study, the researcher was able to assess the effectiveness of the questions contained in the instruments in enlisting the information require to address the research objectives.

3.7.2 Reliability of Instruments

Reliability of the instruments was assessed by analyzing the pilot test data using the Cronbach Alpha test at the 0.7 threshold. The researcher used this method because it was expected that some questions would have several possible answers. The researcher established reliability of the questionnaires by computing the alpha coefficient of the questions that constituted the dependent variable and that of the items that constitutes the independent variables. Only the questionnaire was pre-tested as there was no accepted standard regarding how the reliability of qualitative research instruments should be judged (Noble & Smith, 2015). Table 3.2 presents the findings of the reliability analysis.

Table 3.2: Reliability Analysis Results

Variable	N. of Items	Cronbach alpha
Administrative modernization	7	0.765
Political modernization	7	0.734
Cultural modernization	7	0.783
Equipment modernization	7	0.752
Employee performance	9	0.791

As shown in Table 3.2, all the five variables of the study had an alpha that was above 0.7 and thus their scales were deemed reliable.

3.8 Data Collection Procedure

The researcher first obtained a research approval letter from the Post-Graduate Studies at St. Paul's University which was taken to NACOSTI and then acquired a letter from NACOSTI and a permit to conduct the study. The researcher then went to the County government of Nakuru and handed them a copy, then went to the ministry of education to get a letter of approval and finally to the county director of education. Thereafter, the research went to the Ministry of Lands in Nakuru to seek for permission to carry out the study. After permission was granted, the researcher personally went to the study site to administer questionnaires and interviews.

3.9 Data Analysis

Data collected through the questionnaires were sorted, coded, and entered into the Statistical Package for Social Sciences (SPSS) where it was analyzed using descriptive and inferential statistics. Descriptive statistics focused on describing the current situation at the Ministry of Lands Nakuru County with regard to modernization and employees' performance. Descriptive statistics that were used include frequencies, percentages, and means. Inferential statistics was used to test the influence of each of the aspect of modernization on the performance of employees. The Pearson Correlation test and multiple regression method were used for the inferential analysis. The following model guided the analysis:

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

Where, Y= employee performance at Nakuru Land Offices,

β_0 = constant, β_1, β_2, β_3, and β_4= Beta coefficients,

X_1 = administrative modernization,

X_2 = political modernization,

X_3 = cultural modernization,

X_4 = equipment modernization, and

e= error term.

The results of the quantitative analyses were presented by the use of tables and figures. The data collected using interview guides was analyzed using thematic technique. This technique entailed summarizing the data into themes that were relevant to the study objectives (Maguire & Delahunt, 2017).

3.10 Ethical Considerations

The researcher obtained a permit letter from St Paul's post graduate school, NACOSTI and permission from the relevant authority in the Ministry of Lands. Thereafter, the researcher ensured that the consent to conduct the study was given by both the organization and the respondents and it was out of their free will and there was no victimization for employees after the research. With the consideration of the sensitive nature of the organization, the researcher ensured that all information provided was handled with confidentiality as well as anonymity. Finally there was no deception about the aims and objectives of the research, the researcher assured the organization that the information provided was for academic purposes only and utmost discretion will be upheld.

3.11 Chapter Summary

This chapter has discussed the methods and procedures that were used in the collection and analysis of data. Particularly, the chapter has discussed the research design which is descriptive case study, study site is at the ministry of lands in Nakuru County, target population is 268, and the census design. The data collection instruments were two: questionnaires for the operational staffs and interview guide for HODs. Data collection and analysis procedures, and ethical considerations are also discussed. The next chapter presents and discusses the findings of the study.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, AND DISCUSSION

4.1 Introduction

This chapter presents the results of the data analysis. It is organized into various sections namely response rate, respondents background information, employee performance at Nakuru Lands Offices, administrative modernization and employee performance, political modernization and employee performance, cultural modernization and employee performance, and equipment modernization and employee performance.

4.2 Response Rate

All the 56 operational staff and 6 Heads of Departments at the Ministry of Land, Nakuru County offices were able to complete the study. This translates to a 100% response rate. This response rate is largely attributed to the fact that the research distributed and conducted the interviews in person thereby enabling her to create a good rapport with the respondents. The researcher also made four follow-up visits to the study site to encourage those who had not completed their questionnaires to do so. The survey was also short and concise comprising mainly of closed-ended question making it easy for the respondents to complete.

4.3 Respondents Background Information

Respondents' background information was analyzed in terms of gender, age, and highest level of education.

4.3.1 Gender of Respondents

The gender of respondents was assessed in terms of whether they were male or female. Results are presented in Figure 4.1.

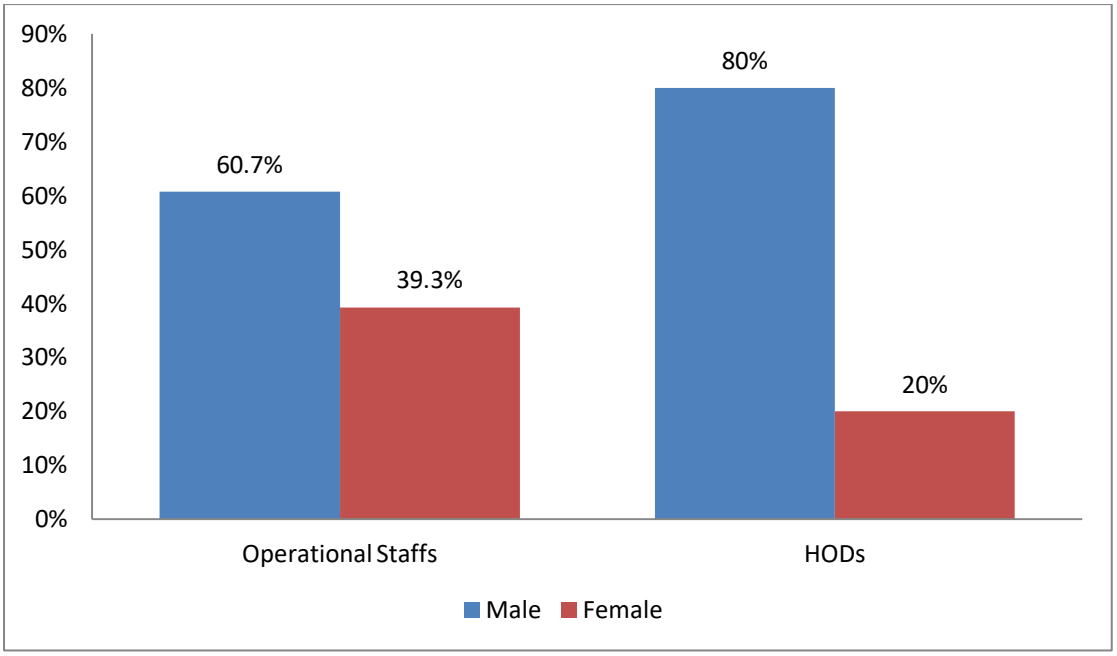


Figure 4.1: Distribution of Respondents by Gender
Source: Field Data

According to the gender of respondents in Figure 4.1, it can be concluded that 60.7% of the 56 operational staffs were male while 39.3% were female. On the other hand, 80% of 6 Heads of Departments were male with remaining 20% being female. This finding is consistent with a survey conducted by the Public Service Commission (2017A), which revealed that the gender composition in Ministries and State Departments stood at 69% for males and 31% for females. The survey also found that the representation of women falls to 23% in senior management positions. This implies that the study sight provided a close representation of most ministries and government department in term of gender composition supporting generalization of current findings to other ministries.

4.3.2 Age of the Respondents

The study also sought to establish the age of the respondents. This data is summarized in Figure 4.2.

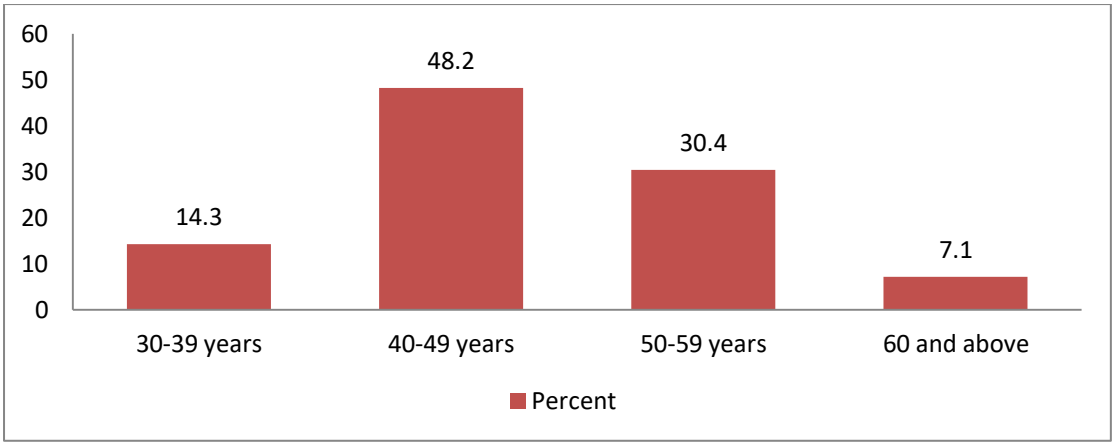


Figure 4.2: Distribution of Operational Staff by Age Category
Source: Field Data

In the ministry of lands the ages of the employees according to figure 4.2 demonstrates, the largest portion (48.2%) of the operational employees was in the 40-49 years brackets. A significant segment (30.4%) was also in the 50.59 years age bracket. This finding demonstrates that the study captured views of employees of different ages thus enhancing generalizability of findings to many other public institutions.

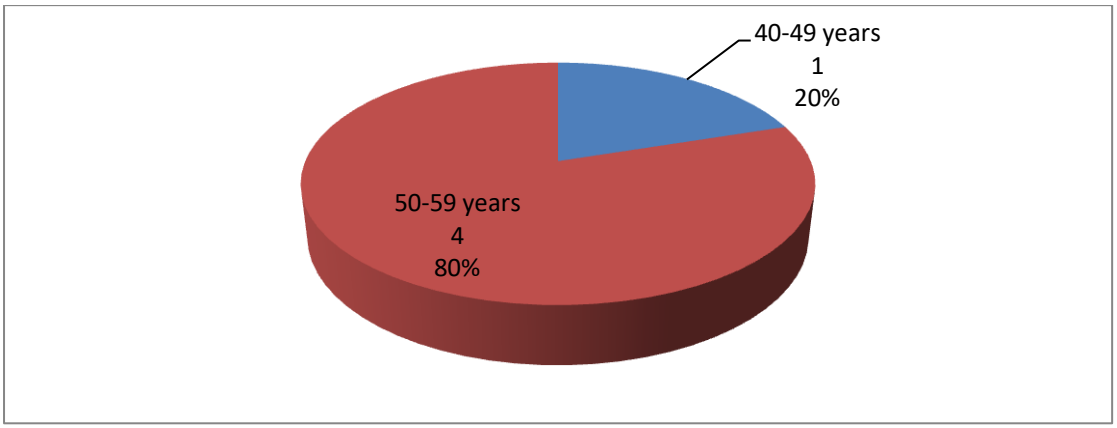


Figure 4.3: Distribution of Heads of Departments by Age Category
Source: Field Data

According to age of the heads of department as illustrated in Figure 4.3, majority were a bit older with (80%) being in the 40-49 years age bracket while the remaining 20% were in the 40-49 years age brackets. This observation is logical given that senior management positions often require individuals with lengthy work experience and thus older staffs are more likely to get these positions.

4.3.3 Highest Education Level

Respondents were also asked to indicate the highest level of education. Results are presented in Figure 4.4.

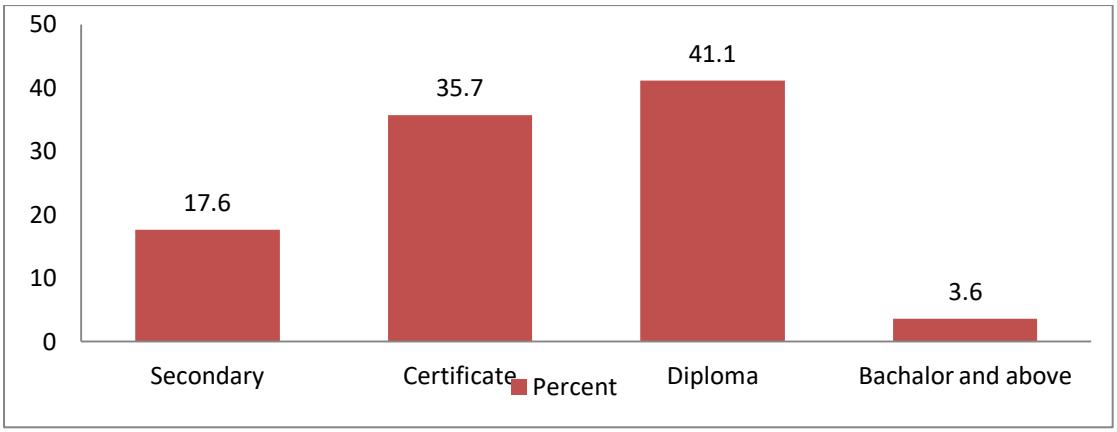


Figure 4.4: Respondents distribution by Highest Level of Education
Source: Field Data

According to the level of education in the ministry of lands as shown in figure 4.4, the largest segment of the respondents (41.1%) had the diploma level of education. Another 35.7% of the respondents had the certificate level of education while 17.6% had the secondary level. The findings indicate that the study was inclusive of staff with different levels of education.

4.4 Employee Performance at the Nakuru Lands Offices

The aim of the study was to examine the influence of modernization on employee performance at the Nakuru Lands Offices. Therefore, it was essential to establish the existing situation at the Nakuru Lands Offices with regards to employees' performance. In line with this, respondents were given a list of statement related to performance and asked to indicate whether they were true or false. Their responses are summarized in Table 4.1.

Table 4.1: Respondents view on various aspects on Employee Performance

S/NO	Statement	True (%)	False (%)
EP1	The speed of service delivery has significantly improved after the modernization programs	32.1	67.7
EP2	Staff at the ministry have become more committed to serving the organization and its clients after the initiation of the modernization program	100	0
EP3	I find it easy to meet my performance targets	100	0
EP4	The level of satisfaction of our clients has significantly improved in the last one year	55.4	44.6
EP5	Staff at the ministry are always willing to exert effort to serve clients and meet goals	100	0
EP6	The number of customer complaints has significantly reduced in the past year.	83.9	16.1
EP7	There is effective communication among employees and between employees and clients	91.1	8.9
EP8	Staff at the ministry adhere to policies and guidelines	100	0
EP9	Staff at the ministry adheres to the organization strategic plan.	83.9	16.1

The first aspect of employee performance to be assessed was speed of service. Respondents were asked whether the speed of service delivery at the Nakuru Land Office had improved after the initiation of the modernization program. As displayed in Table 4.1, the majority of the respondents (67.7%) refuted this claim. Therefore, according to the majority of the respondents the speed of service delivery at the Nakuru land offices has not improved significantly after the initiation of the modernization program. This information was echoed by qualitative data collected during interviews with HODs. One of the interviewees, HOD1 narrated that:

> *The ministry has developed technology aimed at digitizing most of its services in order to improve the speed of service delivery. However, the transition to the digital systems have been hampered by various challenges most notably litigations by land brokers and land lawyers who would like to maintain the status quo.*

The second aspect of performance was the staff commitment to serving the organization and it clients. Respondents were asked whether staff at the ministry had become more committed to serving the organization and its clients after the initiation of the modernization program. All the respondents (100%) agreed with this statement suggesting that the level of staff commitment had increased. As Mostafa and Cazares (2015) observed, the level of employee commitment was an important indicator employee performance in the Mexican public sector. The study found that commitment level was directly related to the level of employee performance. This view was reinforced during the interview where HOD4 specified that:

> *"The commitment of employees towards the ministry and delivery of services has also increased in recent months. The employees have become more services oriented and keen to deliver services to mwananchi."*

The third aspect was employees' ability to meet target. Respondents were asked to indicate whether it had become easier for them to meet their performance target. Again, all respondents agreed with the assertion that it had become easier for them to meet targets. The study Kakui and Gachunga (2016) also asserted that employee ability to meet target was a critical indicator of employee performance at the Kenya National Cereals and Produce Board. Employee performance was measured in terms of employee productivity, service delivery, and achievement of targets. Any program that improves the employee ability to meet their targets is more likely to improve the employees overall performance. Employees' views were reinforced by the accounts provided by HOD2 during the interviews:

> *The introduction of performance appraisal system has enhanced accountability within the ministry. All employees are given performance targets from which their performance is evaluated at the end of each fiscal year. Most employees have increased their workmanship in order to meet these targets.*

The fourth performance aspect was the level of customer satisfaction. Respondents were asked to indicate whether the level of customer satisfaction had increased over the past five years. From Table 4.1, the majority of the staff (55.4%) said that this was true. Therefore, it can be concluded that based on the majority's views, customers at

the land offices are now more satisfied with the services offered by the institution than a year ago. However, a study by the Public Service Commission (2016), observed that there was a difference between staff and service recipients in the evaluation of satisfaction level. In this study, employees rated customer satisfaction level at their organization at 71% while service recipient rated their satisfaction level at 42.6%.

Employee performance was also examined in terms of staff willingness to exert effort. Respondents were asked to indicate whether it was true that staffs at the ministry are always willing to exert effort to serve clients and meet goals. All the respondents (100%) said that this was true. Leisink and Steijn (2009) found that willingness to use effort was an important indicator of employees' performance in the Dutch public sector. The study found that public sector employees in Netherland were more willing to use effort resulted in high performance level. These sentiments were reverberated by HOD1 who expressed that:

> *The performance appraisal system has had a positive influence on employees' performance. It has given employees an incentive to work hard in order to meet performance targets.*

Other aspects that were used to measure employee performance were number of customer complaints, effectiveness of communication, adherence to policies and guidelines, and adherence to the organization strategic plan. The majority of the respondents (83%) indicated that the number of customer complaints within the ministry had reduced. Also, 91.1% of the respondents acknowledged that there is effective communication among employees at the Nakuru Lands Offices and between the employees and clients. Further, all employees (100%) admitted that staff at ministry of land in Nakuru County adhere to policies and guidelines. In addition, 83.9% of the respondents affirmed that staffs at ministry adhere to the organization's strategic plan. These findings suggest that as per the majority of the respondents, staffs at ministry of land in Nakuru County have performed well in these four areas. Employees' sentiments regarding reduction in complaints were reiterated by HOD6 during the interview where she expressed that:

The numbers of complaints regarding missing title deeds, dubious issuances of title deeds and other irregular transactions have also declined in recent years. This shows that the ministry is making improvements on its operations.

To arrive at a concrete conclusion regarding the level of employee performance at the Nakuru Lands Office, the respondents' answers to the 9 items that were used to measure performance were combined. A "False" response was coded as 1 while a "True" response was coded as 2. This implies that the combined score for performance ranged between 9 (for individuals who said that all statement were false) and 18 (for individuals who said that all responses were true). Results are summarized in Table 4.2.

Table 4.2: Combined Employee Performance Score

	N	Min.	Max.	Mean	S.D
Combined Performance Score	56	15	18	16.48	.809

The respondents who gave the lowest rating of employee performance gave a score for of 15 while the highest was 18, this is according to table 4.2. The mean rating was 16.48 out of a highest score of 18. This value translates to an employee performance score of 91.5%. This finding is not consistent with the study by Public Service Commission (2017A), which gave the ministry of land a composite performance rating of 55.63, which was classified as low. However, the Public Service Commission study assessed the performance of the ministry as whole rather employee performance and used a different set of indicators such as good governance, diversity management, efficient use of resources, improvement in service delivery, and public participation.

4.5 Administrative Modernization and Employee Performance

Administrative modernization is one of the categories of organization modernization that was being studied. Consequently, the study sought to establish the extent to which the Ministry of Land in Nakuru County had modernized its administrative process and practices. Respondents were given a list of seven statements relating to administrative modernization and asked to indicate whether they are true or false. Results are presented in Table 4.3.

Table 4.3: Respondents view on various aspects of Administrative Modernization

S/NO	Statement	True (%)	False (%)
AM1	The organization has an appraisal system that focuses on results delivered by an employee	7.1	92.9
AM2	Employees of the Ministry are compensated based on their competency and skills	0	100
AM3	Employees at the Ministry are promoted based on their competency and skills	0	100
AM4	Employees at Ministry are recruited based on their competency, talents, and skills	1.8	98.2
AM5	Duties in your department are equally divided among co-workers	5.4	94.6
AM6	The ministry has taken adequate measures for ensuring safety of employees	8.9	91.1
AM7	We have a good working environment at the ministry	85.7	14.3

The first aspect of administrative modernization that was assessed was whether the ministry had put in place a performance appraisal system that focuses on results delivered by employees. From Table 4.2, the majority of the respondents (92.9%) said that this was not true. This finding is consistent with the study by Public Service Commission (2017A), which gave the performance management system (PMS) at the ministry of land a rating of 60%. The study noted that although the ministry had a PMS in place, it had not been upgraded to current standards. It was noted that most employees had not been sensitize about the PMS and that results of performance appraisal process are not put into use. Employees' position was also supported by interview data where HOD2 narrated that:

> *The Lands Ministry has implemented a performance appraisal system in line with the policy directive of the PSC. The system requires HODs and employees to set performance targets for each employee at the beginning of the fiscal year in lines with the strategic objectives of the department/ ministry, employees to develop a work plan for realizing the targets, HOD to rate employees' achievement of targets and identify training needs, and HOD*

to develop a report at the end of each fiscal year detailing the performance of each employees.

The second aspect of administrative modernization entailed compensation of staff. The study sought to find out whether employees at the ministry are compensated based on their competency and skills in line with modern management practices. All the respondents (100%) said that this was not true. Similarly, all the 56 respondents (100%) rejected the claim that employees at the ministry are promoted based on their competency and skills. These finding suggests that the ministry of land is yet to transform its compensation and promotion practices in line with modern standard such as ensuring that pay matches performance and skill levels. Employees' views were also supported by HOD6 who asserted that:

Employees' compensation is mainly determined by years of experience and availability of vacancies that enable employees to advance through the job groups, and availability of resources.

In addition, 98.2% of the respondents denied the claim that employees at the ministry are recruited based on their competency, talents, and skills. Modern best practices demand that the public sectors should recruit employees based on merit in order to realize the desired level of performance. This principle is also capture in the Government of Kenya Competency Framework for the Public Service which insists on the need for the public service to attract and retain highly skills workers (PSC, 2017B). The framework sought to modernize recruitment practices by shifting from a qualification focused approach to competency based approach.

The majority of the respondents (94.6%) refuted the claim that duties in their departments were equally divided among workers. Also, 91.1% of the respondents disproved the assertion that the ministry has taken adequate measure to ensure the safety of employees. These findings suggest that the Ministry of Lands is yet to upgrade its practices relating to managing the wellbeing of workers. From the finding, it is evident that the respondent feels that the ministry has not done enough to manage their workload and promote their work safety. It is however surprising that despite these two findings, 85.7% of the respondents agreed with the claim that there is a good working environment at the ministry.

Findings in Table 4.3 generally indicate that the ministry of land is yet to modernize most of its administrative practice. To have a clear picture of the level of the administrative modernization at the Ministry, a combined administrative modernization score was computed by merging respondents' answers to each of the seven items in Table 4.3. True responses were coded as 2 while False responses were coded as one. Therefore, the combined scores ranged from 7 for respondents who indicated that all the seven items were false to 14 for respondents who indicated that all the seven items were true. Results are summarized in Table 4.4.

Table 4.4: Combined Administrative Modernization Score

	N	Min.	Max.	Mean	S.D
Combined Administrative Modernization score	56	7	10	8.09	.514

As Table 4.4 illustrates, the mean combined administrative modernization score was 8.09 out of a highest score of 14. This score translates to an administrative modernization level of 57.9%. To establish the influence of administrative modernization on employees' performance, the combined administrative score was correlated with combined employees' performance score. Results are presented in Table 4.5.

Table 4.5: Correlation between Administrative Modernization and Employee Performance

		Employee Performance Score
Administrative Modernization Score	Pearson Correlation	.398*
	Sig. (2-tailed)	.018
	N	56

As shown in Table 4.5, when administrative modernization was correlated with employee performance, the correlation coefficient was 0.398. Since the coefficient value is positive, it implies that there is a positive relationship between administrative modernization and employee performance. This means that when an organization increases the modernization of its administrative practices and processes, the level of employee performance will also increase. The significance value for the correlation

between administrative and employee performance was 0.018. Since the value is less than 0.018, it implies that the relationship between administrative modernization and employee performance is statistically significance. It can therefore be concluded that administrative modernization has a positive and statistically significant influence on employee performance at the Ministry of Land in Nakuru County.

These findings are congruent with an earlier study by Aitchison (2014) who found that administrative transformation in Russian public service resulted in more professional, transparent, and accountable public sector. Although this study did not directly link administrative modernization with employee performance, it provided evidence that the modernization process can lead to positive organizational outcomes such as increased transparency, which is closely connected to employee outcomes. The finding also challenges the study by Rouban (2009), who observed that in the United States, attempts by the Reagan administration to introduce cost control measures in the civil services was confronted with high level of resistance and hostility from career civil servants. This modernization program that sought to reduce the size of the public workforce and cut the civil service budget led to withdrawal of cooperation from the staff resulting in negative outcomes. The findings also defies the study by Kuhlmann *et al.* (2008), who found that administrative modernization of local authorities in Germany did not results in a major paradigm shift from the bureaucracy that characterizes the local governments. The study showed that bureaucratic and inflexible administrative structures and processes continued to persist within the local authorities even after the implementation of the modernization program.

4.6 Political Modernization and Employee Performance

Political modernization is another major category of organization modernization. It entails transforming the decision making practices of the organization in line with the demands of the modern society. To assess the level of political modernization at the Ministry of Land in Nakuru County, respondents were given a set of seven statements and asked to indicate whether they were true or false. Results are presented in Table 4.6.

Table 4.6: Respondents view on various aspects of Political Modernization

S/NO	Statement	True (%)	False (%)
PM1	Employees are adequately involved in the decisions made at the ministry	8.9	91.1
PM2	Employees at the ministry have the authority to make decisions on issues that directly concern their line of work	7.1	92.9
PM3	Employees are always on the know on issue discussed and passed by the heads at the Ministry	7.1	92.9
PM4	Women and men are given equal opportunities to work and excel at the ministry	3.6	96.4
PM5	Youths and person with disability are given equal opportunity to work and excel at the ministry	14.3	85.7
PM6	My nearest superior respects my opinion and that of coworkers	8.9	91.1
PM7	Employees at the ministry hold regular meetings with their superior to discuss issues at their department	25.0	75.0

As Table 4.6 illustrates, the majority of the respondents refuted all the statements. The majority of the respondents (91.1%) said that this statement was false. This has not happened in the ministry of lands and as Anna *et al.* (2016) explained it has become a modern best practice for public organization to involve staff at different levels in decision making. Increasing staff involvement not only improves the quality of decisions made by the organization, but also increases the employees commitment towards the organization and the decisions made as it reinforce a sense of ownership. Wright and Ammari (2015) found one of the aspects of political modernization that had a major positive influence on employees' performance at the University of Portsmouth was greater staff involvement in decision-making. Which is unfortunate for the ministry since it does not apply in the ministry of lands in Nakuru County. The issue of lack of employees involved in decision-making was also captured during the interview with HOD2:

> *Most major decisions are made at the ministry headquarters by the Cabinet Secretary, Principal Secretary, and other bureaucrats and communicated to us via circulars. Ours work is mainly to implement these decisions.*

The majority of the respondents (92.9%) negated the second statement, which claimed that employees at the ministry have the authority to make decisions on issues that directly concern their line of work. This finding implies that although employees at the Ministry of Land are involved in decision making, they have not been given the autonomy to make decisions by themselves. It suggests that employees' role in decision-making is mainly to contribute ideas, but the ultimate decisions are made by the policy makers. Giving employees greater autonomy to make decisions at work has become an important best practice in the modern public sector. As Anna *et al.* (2016) explained, greater employees' autonomy improves employee job performance by facilitating faster decision-making and resolution of customers' problems. HOD4 also narrated that:

> *There is a lot of bureaucracy is government ministry. Everything you do must adhere to all the policies and guidelines set by the government. This includes seeking approvals for most of the decisions we make.*

On similar note, the majority of the respondents (92.9%) also refuted the claim that employees are always on the knowhow on issues discussed and passed at by the heads at the ministry. This finding implies that employees at the ministry are not involved in making decisions on all issues. Some decisions are made by the senior managers without involving the employees. This practice is contrary to modern decision-making standards that demand open communication and sharing of information between senior managers and employees at different levels of the organization. Free flow of information between senior managers and employees at different levels of the organization promotes worker satisfaction as well as improved decision making.

The majority of the respondents (96.4%) rejected the claim that women and men are given equal opportunities to work and excel in the ministry. Also, the majority of the respondents (85.7%) contested the assertion that the youths and persons with disabilities are given equal opportunity to work and excel at the ministry. The two statements sought to determine the inclusiveness of the processes and practices at the ministry of lands. Anna *et al.*, 2016) asserted that modernizing the political aspect of the organization also entails making the organization more inclusive by drawing previously marginalized groups into the center of the organization. Since public service institutions are there to serve all citizens, they should reflect the composition

of the society. Ejimabo (2015) also observed that increasing diversity with organization helps improve the quality of decision-making as diverse individuals tend to bring a variety of ideas and ways of thinking into the organization.

The largest portion of the respondents (91.1%) disputed that statement that their nearest supervisor respects their opinion and coworkers' opinions. On the same note, the largest segment of the respondents (75%) rejected the claim that employees at the ministry hold regular meetings with their superior to discuss issues at their department. These statements also sought to assess involvement of employees in decision making. The responses suggested that employees at the ministry are not actively involved in making key organizational decisions. The findings also suggest the existence of less effective communication between the management staff and operations employees.

Participants responses to each of the seven statements were combined in order to obtained a general overview of the level of political modernization at the Ministry of Land, Nakuru Office. Just like in the previous scale, all "false" responses were coded as 1 while all the "true" responses were coded as 2. Results are summarized in Table 4.7.

Table 4.7: Combined Political Modernization Score

	N	Min.	Max.	Mean	S.D
Combined Political Modernization Score	56	7	11	8.57	.892

At shown in Table 4.7, the mean combined political modernization score was 8.57 out of a highest possible score of 14. When converted to percentage, the value score translates to 61.2%. This value implies that according to the respondents, there is low level of political modernization at the Ministry of Land. To examine how political modernization has influence employee performance, data on political modernization was correlated with that of employee performance. Results are presented in Table 4.8.

Table 4.8: Correlation between Political Modernization and Employee Performance

		Combined Employee Performance Score
Combined Political Modernization score	Pearson Correlation	.414**
	Sig. (2-tailed)	.006
	N	56

As Table 4.8 shows, correlation analysis between political modernization and employee performance gave a correlation coefficient of 0.414. Since this value is positive, it implies that there is a positive relationship between political modernization and employee performance. This means that if the level of modernization of political aspects of the organization is increased, the level of employee performance will also increase. The significance value for the correlation between political modernization and employee performance is .006. Since this value is less than 0.05, it implies that there is a statistically significant relationship between political modernization and employee performance. From these findings, it can be concluded that political modernization has a positive and statistically significant influence on employee performance at Ministry of Land, Nakuru County.

The findings are consistent with the study Wright and Ammari (2015), who found that the political modernization process at the University of Portsmouth influenced employee performance by increasing transparency, improving communication, and level of staff satisfaction. The finding also challenges an earlier study by Glennon *et al*. (2017), which suggested that political modernization lead to negative organizational outcomes. Glennon (2017) found that instead of realizing the intended goal, the modernization process had led to budget cuts, deregulation of performance, politicization of performance measurement, and decreased transparency and accountability. The modernization process also led to staff reduction due to delays on hiring, skill deficiencies, reduction in capacity and capabilities, and loss of institutional knowledge.

4.7 Cultural Modernization and Employee Performance

Cultural modernization is another category of organization modernization. It entails transforming the organization from traditional values, norms, and beliefs into modern

ways of doing things. To examine the level of cultural modernization at the Ministry of Land in Nakuru County, respondents were given a list of seven statements and asked to indicate whether they are true or not. Their views are captured in Table 4.9.

Table 4.9: Respondents views on various aspects of Cultural Modernization

S/NO	Statement	True (%)	False (%)
CM1	Employees who want to introduce new ideas in the departments are supported by their coworkers and superiors	42.9	57.1
CM2	The ministry encourages staff to pursue learning and growth opportunities	10.7	89.3
CM3	Employees are always willing to go an extra mile to improve things at the Ministry	32.1	67.9
CM4	High level of integrity are encouraged at the ministry	85.7	14.3
CM5	There is close collaboration between employees and departments at the ministry	100	0
CM6	There in open interaction between employees at the ministry and members of the public	89.3	10.7
CM7	There is open interaction between employees of different cultural backgrounds	100	0

The first aspect of cultural modernization to be interrogated is whether employees who want to introduce new ideas are supported by the coworkers and superiors. As Table 4.9 demonstrates, the majority of the respondents (57.1%) said that this was not true. The majority of the respondents felt that the culture of the organization does not support creativity and innovation. Harrison and Baird (2014) found that public sector organizations in Australia that had changed from rigid and bureaucratic culture into outcome and innovation oriented cultures performed better than those that failed to make the transition. Employees' views on this issue were reinforced by HOD4 sentiments regarding bureaucracy in the ministry:

> *Bureaucracy in the ministry also makes it difficult for the offices at county level to come up with their own initiatives to address local challenges. Most ideas have to be cascaded to the leadership at the ministry headquarters which take ages to be implemented.*

The majority of respondents (89.3%) also disputed the claim that the ministry encourages staff to pursue learning and growth opportunities. The NPM model suggests that developing organizational cultures that promote learning and change has become vital component of success for public institutions in the modern society (Watkins *et al.*, 2014). Learning culture can only be developed when employees are given the opportunity to pursue learning and growth opportunity. The employees' views were echoed by HOD3 response to the questions on the ministry's promotion practices:

> *There are serious challenges with promotion of staff not just in the Ministry of Land but in the entire civil service. Many employees have remained in the same job position for more than 10 years. This has a negative impact on the motivation of staff. It has also discouraged employees from advancing their career through enrolling to higher education programmes.*

Another aspect that was used to assess cultural modernization was employees' willingness to go an extra mile to improve things at the ministry. The majority of the respondents (67.9) indicated that this was not the case at the ministry of land. This findings implies that the institution is characterized by a culture where employees do only what is required of them and stipulated in their job description. As Leisink and Steijn (2009) observed, employees' willingness to commit and exert efforts towards organization goals is a critical determinant of their performance. Therefore, the culture of not being willing to put in extra effort is a dent to the performance of employees at the ministry of lands in Nakuru County.

The majority of the respondents however affirmed the claims that high level of integrity is encouraged at the ministry (85.7%), there is close collaboration between employees and departments of the ministry (100%), there is an open interaction between employees of the ministry and members of the public (89.3%), and that there open interaction between employees of different cultural backgrounds (100%). These findings imply that the Nakuru Lands Office has excelled in terms of embracing these elements of cultural modernization. These views were also captured during the interview where HOD1 stressed that:

The ministry has become very strict on integrity issues. We are committed to changing the negative image that has been associated with the ministry in relation to matters of integrity. Employees who engaged in corrupt practices are now subjected to severe sanctions.

HOD3 also narrated that:

The level of transparency within the ministry has also improved. The ministry has made various initiative aimed at making land services readily accessible to members of the public including digitization of services.

HOD4 added that

The ministry has put in place numerous initiatives aimed at cleaning up the land offices and ensure that land transactions are conducted in a transparent and efficient manner. All staff at Land Offices have been instructed to wear badges bearing their full names and photo for easier identification by members of the public.

Participants' responses to the seven statements were also combined to give a general overview of the level of cultural modernization at the Nakuru Land Office. True responses were coded as 2 and "false" responses were coded as 1. Results are presented in Table 4.10.

Table 4.10: Combined Cultural Modernization Score

	N	Min.	Max.	Mean	S.D.
Combined Cultural Modernization Score	56	10	14	11.61	.867

As Table 4.10 reveals, the mean combined cultural modernization score was 11.61 out of a possible maximum score of 14. When converted into percentage, this value translates to 82.9%. Therefore, according to the respondents, there is a relatively high level of cultural modernization at the Ministry of Land Nakuru. To assess the influence of cultural modernization on employee performance, data on cultural modernization was correlated with data on employee performance. Results are presented in Table 4.11:

Table 4.11: Correlation between Cultural Modernization and Employees' Performance

		Employees' Performance Score
Cultural Modernization Score	Pearson Correlation	.509**
	Sig. (2-tailed)	.000
	N	56

As illustrated in Table 4.11, the correlation between cultural modernization and employees' performance gave a coefficient of 0.509. Since the coefficient is positive, it implies that there is a positive relationship between cultural modernization and employees' performance. This implies that when the level of cultural modernization increases, the level of employees' performance also increases. The correlation analysis gave a significance value of .000. Since the value is less than 0.05, it implies that the relationship between cultural modernization and employee performance is statistically significant. Based on these findings, it can be concluded that cultural modernization has a positive and statistically significant influence on employees' performance at the Nakuru Lands Office.

These findings are consistent with the study by Harrison and Baird (2014), who found that that public sector organizations in Australia particularly the local authorities that had changed their organizational culture into outcome and innovation oriented cultures that characterize private organizations recorded better performances that those that retained a rigid and bureaucratic culture. The findings are also consistent with Owusu (2012), who observed that Ghanaian public institutions that were able to develop flexible and open cultures were more likely to exhibit good performance while those that remained with rigid and bureaucratic cultures were more likely to record poor performance.

4.8 Equipment Modernization and Employee Performance

The final category of modernization that was explored in this study was equipment modernization. This refers to the transformation from tradition tools and resources for delivering services to members of the public to recent tools and resources. To assess the level of equipment modernization at the Nakuru Lands Office, respondents were

presented with a list of seven statements and asked to indicate whether they are true or false. Results are presented in Table 4.12.

Table 4.12: Respondents vies on various aspects of Equipment Modernization

S/NO	Statement	True (%)	False (%)
EM1	A digital system for managing land records has been installed and is currently in use	100	0
EM2	We have an e-platform where citizens can log on and access our services	32.1	67.9
EM3	Most of our work has been automated leading to a reduction in the amount of paper work	100	0
EM4	Most of the staff in the ministry have adequate ICT skills	32.1	67.9
EM5	Most of the staff in the ministry have a positive attitude towards the use of ICT in managing land issue	16.1	83.9
EM6	The Ministry ICT infrastructure is adequately maintained and always available for use.	76.8	23.2
EM7	The ICT infrastructure at the Ministry is easy to use	87.5	12.5

The first aspect of equipment modernization that was assessed was whether the Nakuru Land Office had a digital system for managing land records in place. All the respondents (100%) confirmed that it is indeed true that office has a digital system for managing records. Similarly, all the respondents (100%) affirmed the claim that most of their work has been automated leading to a reduction in the amount of paper work (EM3). Digitization of records and automation of work is a vital element of new public management. Digitization and automation improves the performance of the public sector by reducing costs of providing services, enhancing speed of service delivery, reducing errors, and reducing workload leading to increased employee satisfaction (Musyoka, 2018). Employees' sentiments were confirmed by the HODs during the interview. HOD2 reiterated that:

> *The land registry is now digitized. Members of the public can know conduct land search on the internet thus saving time it takes to access the records. Digitalization will also reduce administration cost as it minimize paper usage*

as well as enhance transparency by making it easier for service users to trace their transactions.

HOD5 also narrated that:

The ministry has digitized the land registration system in Nakuru and other stations. This will go a long way in improving services delivery, curbing corruption, and enhancing transparency.

The second aspect of modernization was whether the ministry had an e-platform where citizen can log on and access services. The largest section of the respondents (67.9%) said that this was not true. This finding suggests that although the Nakuru Land office has digitized its records, it is yet to create an electron platform where citizens can access services from remote locations. Electronic services have become a central element of modern public service provision. Haque *et al.* (2012) observed that the implementation of e-services had contributed in the Pakistani public sector had led to improved decision-making, streamlined interaction between different units and departments, and heightened planning capacity. These improvements had a positive implication on the quality of services delivered to citizens.

The majority of the respondents (67.9%) refuted the claim that most of the staffs in the ministry of land in Nakuru County have adequate ICT skills. On a similar note, 83.9% of the respondents denied the claim that most of the staffs in the ministry have a positive attitude towards the use of ICT in managing land issue. It is not enough for an institution to automate its process and digitize it records, employees must also possess the right skills and attitude for these initiative to deliver the desired results. Current findings suggest that employees at the Nakuru Land Office do not have the requisite skills and attitude to make optimal use of the digitized system and automated processes. The employees' views were also reinforced by HOD3 who asserted that:

Another obstacle that has hindered the full automation of transaction at the land office is inadequate ICT skills by the staff. A good number of the employees do not have proper ICT training and this has hinder the digitization process.

The majority of the respondents (76.8%) acknowledged that the Ministry ICT infrastructure is adequately maintained and always available for use. In addition, 87.5% of the respondents accepted that the ICT infrastructure at the Ministry is easy to use. For a modernized equipment to have the desired effect, it must be adequately maintained to avoid downtime. It must also be easy to use. It seems that this is the case at the Nakuru Lands Offices.

To get a general overview of the level of equipment modernization at the Nakuru Lands Office, participants responses to the seven statement where combined to get an cumulative equipment modernization score. "True" responses were coded as 2 and 'false' responses were coded as 1. Results are presented in Table 4.13.

Table 4.13: Combined Equipment Modernization Score

	N	Min.	Max.	Mean	S.D
Combined Equipment modernization score	56	9	14	11.45	.952

As shown in Table 4.13, the mean combined equipment modernization score was 11.45 out of maximum possible score of 14. When converted into percentage, this value translates to 81.8%. To assess the influence of equipment modernization on employee performance, data on equipment modernization was correlated with data on employee performance. Results are presented in Table 4.14.

Table 4.14: Correlation between Equipment Modernization and Employee Performance

		Aggregate Performance Score Recoded
Aggregate equipment score recoded	Pearson Correlation	.211
	Sig. (2-tailed)	.118
	N	56

As Table 4.14 indicates, the correlation between equipment modernization and employee performance gave a correlation coefficient of 0.211. Since this coefficient is positive, it implies that there is a positive relationship between equipment modernization and employees' performance. This implies that when the level of

equipment modernization increases, the level of employees' performance also increases. The correlation analysis gave a significance value of 0.118. Since this value is greater than 0.05, it implies that the relationship between equipment modernization and employee performance is not statistically significant. From these findings, it can be concluded that equipment modernization does not have a significant influence of employee performance.

These findings reinforce an earlier study by Introna *et al.* (2010) who found that the implementation of e-government programmes in the Greece public sector with the view of modernizing the sector ended up reinforcing the practices that it sought to change instead of reforming the provision of services. The study by Aritonang (2017) also found that the implementation of e-government system in Indonesian public organizations did not automatically lead to improved performance. The study noted that the perceptions that the e-government platforms alone are adequate for realizing the desired improvement in public services were misconceived. Transformation of the service delivery process was also dependent on other factors such as maintenance of the technology, financial support, and the staffs' work culture.

4.9. Regression Analysis

To further explore the influence of organization modernization on employee performance, regression analysis was done. Computing the combined score for each variable by coding true response as 2 and false response as 1 and then summing up scores for all items within a given scale helped to transform data on each of the variables into a continuous form. It is the combined scores for the variables that were used as regression input. Table 4.15 presents the model summary.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614[a]	.377	.352	.521
a. Predictors: (Constant), Equipment modernization, Political modernization, Cultural modernization, Administrative modernization				

As Table 4.15 shows, the model had an r-square of 0.377. This implies that the four organization modernization forms explained 37.7% of the variances in employee

performance at the Nakuru Land Offices. This explanatory power is satisfactory for a model that seeks to explain a social phenomenon (Hanley, 2016). The standard error of the estimate is 0.521, which indicates that the population parameter lies with 0.521 of the r-square value. The joint effect of administrative, political, cultural, and equipment modernization on employee performance was assessed using the analysis of variance (ANOVA) method. Results are presented in Table 4.16.

Table 4.16: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.640	4	.410	5.609	.028[b]
	Residual	34.342	51	.673		
	Total	35.982	55			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Equipment modernization, Political modernization , Cultural modernization, Administrative modernization						

As Table 4.16 shows, the ANOVA gave a p-value of 0.028. Since the value is less than 0.05, it implies that equipment modernization, political modernization, cultural modernization, and administrative modernization jointly have a statistically significant influence on employee performance. The effect of individual modernization variables was assessed using the regression beta coefficients and associated t-tests presented in Table 4.17.

Table 4.17: Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.162	2.886		4.907	.000
	Administrative modernization	.310	.157	.277	1.975	.043
	Political modernization	.425	.125	.409	3.414	.012
	Cultural modernization	.537	.128	.497	4.195	.007
	Equipment modernization	.183	.118	.215	1.547	.128
a. Dependent Variable: Employee performance						

As Table 4.17 illustrates, cultural modernization had the highest beta coefficient of 0.537. Since the coefficient is positive, it implies that cultural modernization has a positive influence on employee performance. Specifically, it implies that when

cultural modernization is increased by one unit, employee performance will increased by 0.537 units. The t-test gave a p-value of less than 0.05, suggesting that cultural modernization has a statistically significant influence on employee performance even after the three other modernization variables are held constant. Equipment modernization had the lowest beta coefficient of 0.183. This beta is positive suggesting that equipment modernization has a positive influence on employee performance. The t-test however gave a p-value that is greater than 0.05 suggesting that equipment modernization does not have a statistically significant influence on employee performance.

4.10 Chapter Summary

This chapter has presented and discussed the findings of the data analysis processes. Finding show that there generally a high level of employee performance at the Nakuru Land's Office with respondents rating the employee performance in this office at 91.5%. The levels of administrative and political modernization are relatively low with a rating of with a score of 57.9% and 61.2% respectively. The level of cultural and equipment modernization were relatively high with scores of 82.9% and 81.8% respectively. The correlation analysis showed that administrative, political, and cultural modernizations have a positive and statistically significant influence on employees' performance. On the other hand, equipment modernization did not have a statistically significant influence of employees' performance. The next chapter presents a summary of findings, conclusions, and recommendations of the study.

CHAPTER FIVE
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

The aim of this study was to investigate the influence of organization modernization on employee performance with a specific focus on Nakuru Lands Offices. This chapter presents a summary of the study's key findings, conclusions of the study, recommendations, and areas for further research.

5.2 Summary of Key Findings

A total of 56 questionnaires were distributed to operations staff at the Nakuru Lands Offices all of which were duly completed and return to the researchers marking a response rate of 100%. Six interviews were also conducted with heads of departments. The following are the key findings of the study.

5.2.1 Influence of Administrative Modernization on Employees' Performance

The study sought to assess the influence of administrative modernization on employee performance at the Nakuru Land Offices. Respondents gave the Nakuru Land Office an administrative modernization score of 57.9%, suggesting that the office has not made a lot progress in terms of upgrading its modernization processes and practices. The Pearson correlation analysis showed that there was a positive and statistically significant association between administrative modernization and employees' performance ($r=0.398$, sig. = .018). This implies that increasing the level of administrative modernization would increase the level of employees' performance.

5.2.2 Influence of Political Modernization on Employees' Performance

The study then sought to evaluate the influence of political modernization on the performance of employees at the Nakuru Land Offices. Respondents gave the study setting a political modernization score of 61.2% suggesting that the Nakuru Land Office has also not made major progress in terms of upgrading its decision making and governance practices. The Pearson correlation analysis showed that there was a positive and statistically significant association between political modernization and employee performance ($r=0.414$, sig=.006). This indicates that increasing the level of political modernization would increase the level of employees' performance.

5.2.3 Influence of Cultural Modernization on Employees' Performance

The study also aimed to examine the influence of cultural modernization on employee performance at the Nakuru Land Offices. Respondents assigned the Nakuru Land Office a score of 82.9% when it comes to cultural modernization, suggesting that the office has made major progress in terms of upgrading its traditions, values, beliefs, and ways of doing things. The Pearson correlation analysis showed that there is a positive and statistically significant association between cultural modernization and employees' performance at the Nakuru Land Offices (r= 0.509, sig=.000). This means that increasing the level of cultural modernization would also increase the level of employees' performance.

5.2.4 Influence of Equipment Modernization on Employees' Performance

Lastly, the study sought to assess the influence of equipment modernization on the performance of employees at the Nakuru Land Offices. Respondents apportioned the Nakuru Land Office a score of 81.8% on equipment modernization, suggesting that the office has also made noteworthy progress when it comes to upgrading its tools and techniques. The Pearson correction analysis however showed that there was no statistically significant association between equipment modernization and employees' performance (r= 0.211, sig.= 0.118). This implies that changing the level of equipment modernization will not have a substantial effect on the level of employees' performance.

5.3 Conclusions

The findings of the study led to the conclusion that administrative modernization has a positive and statistically significant influence on the employees' performance at the Nakuru Land Offices. This implies that increasing administrative modernization particularly the appraisal, compensation, promotion, and recruitment processes and practices will increase the level of employees' performance.

The findings also led to the conclusion that political modernization has a positive and statistically significant influence on employees' performance at the Nakuru Land Offices. This means that enhancing political modernization by increasing level of employees' involvement in decision-making, giving employees greater decision-

making autonomy, promoting open communication, and enhancing the inclusiveness of organization will increase the level of employees' performance.

Results also led to the conclusion that cultural modernization has a positive and statistically significant influence on employees' performance at the Nakuru Land Offices. This denotes that increasing the level of cultural modernization, specifically cultivating a culture that encourages employees to introduce new ideas, pursue learning and growth opportunity, maintain high levels of integrity, and collaborate with each other, will increase the level of employees' performance.

Regarding equipment modernization, findings led to the conclusion that equipment modernization does not have a statistically significant influence on employees' performance at the Nakuru Land Offices. This implies that promoting equipment modernization alone will not results' in an increase in the level of employees' performance.

Overall, the study concludes that there is a low level of administrative and political modernization at the Nakuru Land Offices based on the scores assigned by respondents in these two areas (57.9% and 61.2% respectively). There is however a high level of cultural and equipment modernization at the office with respondents giving these two components a score of 82.9% and 81.8% respectively. Cultural modernization has the strongest influence on employees' performance given that it had the highest correlation coefficient of 0.509.

5.4 Recommendations

5.4.1 Administrative Modernization

To increase the level of administrative modernization and consequently improve employee performance, the study recommends that the Nakuru Land Office and the Ministry of Land as whole should transform its compensation and promotion practices to make them more merit based. The Ministry should consider using the results of its performance appraisal processes to inform its compensation and promotion decisions. Findings showed that compensation and promotion practices were the areas with the least transformation with all respondents (100%) rejecting the claim that compensation and promotion process are based on skills and competencies.

5.4.2 Political Modernization

The study recommends that the management at the Nakuru Land Office should make their work environment more inclusive. Findings revealed that Nakuru Land Office has made little progress in term of promoting an inclusive work environment with 96.4% of the respondents indicating that women and men are not given equal opportunities to work and excel at the ministry.

To improve employee productivity, the Ministry of Land should give staff more autonomy to make decision on issues that are directly related to their work. This will improve the speed of decision making and consequently ensure quick delivery of services.

5.4.3 Cultural Modernization

The study recommends that in order to enhance cultural modernization at the offices and entire ministry, the management should cultivate a culture the support employees' learning and growth. This is because findings showed that existing practices do not encourage staff to pursue learning and growth opportunities. Consequently, employees do not get adequate opportunities to advance their skills and experiencing leading to poor job performance. Specifically, the ministry of land should inculcate the culture of mentorship and coaching where highly skilled and experienced employees transfer their knowledge to new employees.

The management at the Ministry of Land should also develop strategies for increasing organizational commitment among staff. Findings showed that employee at Nakuru Land offices were not willingness to go an extra mile to improve things at the Ministry owing to low organizational commitment. The management at this ministry should consider strategies such improving the compensation packages so as to increase employees' motivation level. Employee commitment can also be increased by supporting employee growth and development through offering opportunities for training and job advancements. Commitment can also be increased by strengthening staff relationships and creating open communication channels.

5.4.4 Equipment Modernization

To improve equipment modernization, the management should implement training programs aimed at changing the attitude of staff and increasing their ICT skills. It was found that although the office has installed modern ICT equipment, most of the staffs do not have a positive attitude towards the use of ICT in managing land issue. This culture tends to limit the application of the ICT infrastructure in the delivery of services. In addition, findings showed that most staffs do not have adequate ICT skills. Training programmes will help improve the staff ICT skills as well as change their attitude regarding the use of ICT in service delivery.

The Ministry of Land should also create online platforms that enable members of the public to conduct basic land transactions such as land searches and application for title through the internet. Creating such platform will enable members of public to transact most of the transaction online and thus allow the staff to focus on only a few tasks that cannot be executed through the platforms. This change will enhance efficiency and productivity at the lands offices. It will also reduce workload for the staff leading to an increase in the level of motivation and job satisfaction.

5.4.5 General Recommendations

Overall, finding showed that cultural modernization has the most significant effect on employee productivity. Since it is not practical for the ministry to address all the deficiencies observed in the four modernization areas due to resource constraints, it should concentrate on addressing deficiencies in the cultural modernization area such as promoting learning and growth as this will have the most significant effect on employee productivity. There is also a need to pay attention to the administrative modernization component as this had the lowest score suggesting that ministry has made little progress in this area.

5.5 Areas for Further Research

The current study was limited to the Ministry of Land Offices in Nakuru County. To enhance generalizability of findings, future studies should consider replicating the study in other land offices across the country. To look at corruption and who is responsible for it between the employees working for the ministry of lands, the middle men or the land brokers and the public. The study should also be replicated in other

public institution so as to obtain a general picture regarding the modernization status in the Kenyan public sector as whole and how it has influenced employees' performance.

REFERENCES

Abbas, Q., & Awan, H. (2017). Impact of organizational politics on employee performance in public sector organizations. *Pakistan Administrative Review.*

Aitchson, B. (2014). *Small business collective action and its effects on administrative modernization in Putin's Russia* (Unpublished Thesis). London School of Economics, UK.

Anna, A., Santos, J., Diniz, D., Benevides, T., & Dultra, M. (2016). Individual competencies and organizational modernity: A comparative study between professionals from Minas Gerais and Bahia. *Management and Production*.

Aritonang, D. (2017). The impact of E-government system on public service quality in Indonesia. *European Scientific Journal*.

Arnaboldi, M., Lapsley, I., & Molin, M. (2016). Modernizing public services: Subtle interplays of politics and management. *Journal of Accounting & Organizational Change*.

Avila, L., Teixeira, L., & Almeida, P. (2015). *Promotion of administrative modernization through processes dematerialization*. New York, NY: IG Global.

AWCFS (2017). Expert analysis: Land administration and land rights delivery in Kenya. Retrieved *http://www.awcfs.org/index.php/programmes/item/264-expert-analysis-land-administration-and-land-rights-delivery-in-kenya*

Brehm, J. (1966). *A theory of psychological reactance.* New York, NY: Academic Press.

Buhlungu, S. (2013). Organizational modernization and new cleavages among full-time union officials in South Africa. *Labour, Capital and Society*.

Carroll, L. (2017). A comprehensive definition of technology from an Ethological perspective. *Social Sciences.*

Cheung, M. (2010). An integrated change model in project management (Unpublished Thesis). University of Maryland, USA.

County Government of Nakuru (2018). *About Nakuru County*. Retrieved *http://nakuru.go.ke/new_about/*.

De Souza, E., & Fenili, R. (2016). The study of organizational culture through practices: A proposal in the light of Bourdieu's legacy. *EBAPE Review.*

Dickinson, H. (2016). From new public management to new public governance: The implications for a new public service. *Public Policy and Administration, 15*(3), 3-19.

Economic Commission for Africa (2015). *Public sector management reform in Africa*. Addis Ababa, ET: Economic Commission for Africa.

Ejimabo, N. (2015). The influence of decision-making in organizational leadership and management activities. *Journal of Entrepreneurship & Organizational Management, 14*(2), 484- 503.

Gitaru, K. (2017). *The impact of system automation on revenue collection in Kenya Revenue Authority: A case study of SIMBA*. MPRA Paper No. 80343.

Glennon, R., Hodgkinson, I., Knowles, J., Radnor, Z., & Bateman, N. (2017). *The aftermath of modernization: Examining the impact of a change agenda on local government employees in the UK.* Presented at the 21st International Research Society for Public Management, Budapest, Hungary.

Godot, E., & Kapun, D. (2010). Perceptions of politics and perceived performance in public and private organizations: A test of one model across two sectors. *Policy & Politics*.

Groo, L. (2008). Judicial system restructuring and modernization in Abu Dhabi. *International Journal for Court Administration*.

Gruening, G. (2001). Origin and theoretical basis of new public management. *International Public Management Journal, 4*(1), 1-25.

Grunewald, M., Hammermann, A., & Placke, B. (2017). Human resource management and nudging: An experimental analysis on goal settings in German companies. *International Journal of Economics and Finance*.

Haque, S., Pathrannarakul, P., & Phinaitrup, B. (2012). Modernizing public sector organization: Enhancing coordination and communication by the application of E-government technology. *International Journal of Independent Research and Studies*.

Harrison, G., & Baird, K. (2014). The organizational culture of public sector organizations in Australia. *Australian Journal of Management*.

Harrison, H., Birks, M., Franklin, R., & Mills, J. (2017). Case study research: Foundations and methodological orientations. *Forum: Qualitative Social Research*.

Hope, K. (2012). Managing the public sector in Kenya: Reform and transformation for improved performance. *Journal of Public Administration and Governance*.

Introna, L., Hayes, N., & Petrakaki, D. (2010). The working out of modernization in the public sector: The case of an E-government initiative in Greece. *International Journal of Public Administration*.

Jolles, M., McBeath, B., Carnochan, S., & Austin, M. (2016). Factors associated with managerial innovation in public human service organizations. *Social Work Faculty Publications and Presentations.* 153

Kakui, I., & Gachunga, H. (2016). Effects of career development on employee performance in the public sector: A case of National Cereals and Produce Board. *The Strategic Journal of Business & Change Management*.

Kelemba, J., Chepkilot, R., & Zakayo, C. (2017). Effect of personal attributes of employee performance in the public service in Kenya. *Journal of Management and Business Administration*.

Kenya Land Alliance (2015). *Land Use in Kenya: The Case for a National Land Use Policy.* Nairobi, KE: Kenya Land Alliance.

Kenya National Bureau of Statistics (2013). *Exploring Kenya's inequality: Nakuru County.* Nairobi, KE: Government Printer.

Klitgaard, R., & Light, P. (2010). *High-Performance Government: Structure, Leadership, Incentives.* New York, NY: Rand Corporation.

Klonek, F., Isidor, R., & Kauffeld, S. (2014). Different stages of entrepreneurship: Lessons from the Transtheoretical Model of Change. *Journal of Change Management*.

Korir, S., Rotich, J., & Bengat, J. (2015). Performance management and public service delivery in Kenya. *European Journal of Research and Reflection in Management Sciences*.

Kuhlman, S., Bogumil, J., & Grohs, S. (2008). Evaluating administrative modernization in German local governments: Success or failure of the new steering model. *Journal Recommendation Service*.

Kunst, M. (2014). The link between ICT4D and modernization theory. *Global Media Journal*.

Leisink, L. & Steijn, B. (2009). Public service motivation and job performance of public sector employees in the Netherlands. *International Review of Administrative Sciences*.

Lushchak, N., & Bespalyuk, K. (2013). Modernization as a process of change management in organization. *Economics & Management*.

Maguire, M., & Delahunt, B. (2017). Doing thematic analysis: A practical, step-by-step guide for learning and teaching scholars. *AISHE-Journal*.

McClelland, A. (2016). Nudge Theory. *IHBC Journal*.

Misigo, M., & Moronge, M. (2017). The influence of organizational culture on employee performance in Kenya's civil service: A case of the Ministry of Water and Irrigation. *The Strategic Journal of Business & Change Management, 4*(4), 993- 1009.

Mongkol, K. (2011). The critical review of new public management model and its criticisms. *Research Journal of Business Management, 5*(1), 35- 43.

Mostafa, A., & Cazares, F. (2015). Public service motivation and organizational performance in Mexico: Testing the mediating effects of organizational citizenship behaviors. *International Journal of Public Administration*.

Muhindi, S. (2017). Automation of 18 Lands registries almost done. *The Star*. Retrieved *https://www.the-star.co.ke/news/2017/03/27/automation-of-18-lands-registries-almost-done_c1532113.*

Musyoka, M. (2018). Ministry of lands PS Nicholas Muraguri announces temporary closure of Nairobi and central registries. *Kenyans.* Retrieved *https://www.kenyans.co.ke/news/27920-ministry-lands-ps-nicholas-muraguri-announces-temporary-closure-nairobi-and-central.*

Mwau, J. (2016). *Effect of organizational culture on performance of Kenya Power and Lighting Company* (Unpublished thesis). University of Nairobi, Kenya.

Nahum, J. (2017). *Modernization and Political Actions in the Brazilian Amazon: The city of Barcarena.* New York, NY: Springer.

Nalbandian, J. (2007). *Professionals and conflicting forces of administrative modernization and civic engagement*. New York, NY: Springer.

National Land Commission (2016). Annual Report 2015/ 2016. Nairobi: Government Printer.

Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research. *Evidence-Based Nursing*.

Obrien, E. (2011). Irregular and illegal land acquisition by Kenya's elites: Trends, processes, and impacts of Kenya land-grabbing phenomenon. Nairobi, KE: International Land Coalition.

Ondrova, D. (2017). Challenges of modern public administration and ethical decision-making. *Vintage of Public Administration, 17*(3), 255- 279.

Owusu, F. (2012). Organizational culture and public sector reforms in a post-Washington consensus era: Can Ghana's reformers learn from Ghana's good performers? *Progress in Development Studies*.

Patterson, D., Wolf, S., & Nochaski, T. (2010). Combining the transtheoretical stages of change model and the 12 steps of alcoholics anonymous to monitor treatment progression. *Journal of Social Work Practice in the Addiction*.

Phillips, M. (2011). *The Modernization and Information Technology Services.* Washington, DC: Department of the Treasury.

Pradhan, R., & Jena, L. (2016). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspective and Research*.

Prochaska, J., Norcross, J., & Diclemente, C. (2013). Applying the stages of change. *Psychotherapy in Australia*.

Public Service Commission (2016). *Evaluation report for the year 2015/ 2016 on public service compliance with values and principles in Articles 10 & 232 of the constitution.* Nairobi, KE: Government Printer.

Public Service Commission (2017A). *Evaluation report for the year 2016/ 2017 on public service compliance with values and principles in articles 10 and 232 of the constitution.* Nairobi, KE: Government Printer.

Public Service Commission (2017B). *Competency framework for the public service.* Nairobi, KE: Government Printer.

Rose, J., Chaison, G., & Garza, E. (2014). A comparative analysis of public sector restructuring in the US, Canada, Mexico, and the Caribbean. *Public Administration Review.*

Rouban, L. (2009). The civil service and the policy of administrative modernization in France. *International Review of Administrative Sciences*.

Sanderson, M., Harshak, A., & Blain, L. (2009). *Elevating employee performance in the public sector: How to get the best from your people*. Berlin, GE: Booz & Company.

Silva, L., & Fadul, E. (2011). Organizational culture and discourses: A case of change in a Brazilian public organization. *Brazilian Administration Review.*

Sonnentag, S. & Frese, M. (2012). *Performance concepts and performance theory.* New York, NY: John Wiley & Sons Ltd.

Sustein, C. (2014). Nudging: A very short guide. *Journal of Consumer Policy*.

Thompson, S. (2012). *Sampling.* New York, NY: John Wiley & Sons.

Triomphe, C. (2013). *Crisis, social dialogue and renewals in restructuring in public services*. Brussels, BE: European Commission.

Wamalwa, L. (2014). *Achieving sustainable public sector reforms: A case study of tax administration reforms by Kenya Revenue Authority* (Unpublished thesis). University of Nairobi, Kenya.

Wangui, J. (2017). Lands Ministry staff to be trained on ICT. *Daily Nation.* Retrieved *https://www.nation.co.ke/news/Lands-Ministry-staff-to-be-trained-on-ICT/1056-3508104-atmpagz/index.html.*

Wasuna, B. (2018). Messy land issues, missing plots and dodgy deals. *The Star*. Retrieved *https://www.the-star.co.ke/news/2018/06/16/messy-land-issues-missing-plots-and-dodgy-deals-ouko_c1773312*.

Watkins, K., Milton, J., & Kurz, D. (2014). Diagnosing the learning culture in public health agencies. *Advances in Human Resources, 14*(4), 491- 508.

Wright, A., & Ammari, S. (2015). Modernization project at University of Portsmouth. *Public Money & Management*.

Xia, S. (2017). E-governance and political modernization: An empirical study based on Asia from 2003 to 2014. *Administrative Sciences*.

Yeganeh, H. (2017). Cultural modernization and work-related values and attitudes: An application of Inglehart's theory. *International Journal of Development Issues*.

APPENDICES

Appendix I: Research Questionnaire

My name is Carolynn Waweru, a student at St Paul's University. I am conducting a research on INFLUENCE OF MODERNIZATION ON EMPLOYEE PERFORMANCE AT NAKURU LANDS OFFICES, KENYA. This questionnaire is for academic purposes only; the gathered information shall be preserved with outmost confidentially. Please answer all questions provided as honestly as possible, to the best of your knowledge.

Section A: Background Information

1. Please indicate your gender

a) Male { } b) Female { }

2. Please indicate your age bracket

Below 20 { }

20-29 { }

30-39 { }

40-49 { }

50-59 { }

60 and above { }

4. What is your highest education level?

No education { }

Primary { }

Secondary { }

Diploma { }

Bachelors { }

Masters and above { }

Section B: Administrative Modernization

5. Please indicate the extent to which you agree with these statements on administrative modernization at Ministry of Lands Nakuru County.

S/NO	Statement	True	False
AM1	The organization has an appraisal system that focuses on results delivered by an employee		
AM2	Employees of the Ministry are compensated based on the competency and skills		
AM3	Employees at the Ministry are promoted based on their competency and skills		
AM4	Employees at Ministry are recruited based on their competency, talents, and skills		
AM5	Duties in your department are equally divided among co-workers		
AM6	The ministry has taken adequate measures for ensuring safety of employees		
AM7	We have a good working environment at the ministry		

Section C: Political Modernization

6. Please indicate the extent to which you agree with these statements on Political Modernization at the Ministry of Lands Nakuru County.

S/NO	Statement	True	False
PM1	Employees are adequately involved in the decisions made at the ministry		
PM2	Employees at the ministry have the authority to make decisions on issues that directly concern their line of work		
PM3	Employees are always on the know on issue discussed and passed by the heads at the Ministry		
PM4	Women and men are given equal opportunities to work and excel at the ministry		
PM5	Youths and person with disability are given equal opportunity to work and excel at the ministry		
PM6	My nearest superior respects my opinion and that of coworkers		
PM7	Employees at the ministry hold regular meetings with their superior to discuss issues at their department		

Section D: Cultural Modernization

7. Please indicate the extent to which you agree with these statements on cultural modernization at Ministry of Lands Nakuru County.

S/NO	Statement	True	False
CM1	Employees who want to introduce new ideas in the departments are supported by their coworkers and superiors		
CM2	The ministry encourages staff to pursue learning and growth opportunities		
CM3	Employees are always willing to go an extra miles to improve things at the Ministry		
CM4	High level of integrity are encouraged at the ministry		
CM5	There is close collaboration between employees and departments at the ministry		
CM6	There in open interaction between employees at the ministry and members of the public		
CM7	There is open interaction between employees of different department and cultural backgrounds		

Section D: Equipment Modernization

8. Please indicate the extent to which you agree with these statements on technological modernization at the Ministry of Lands Nakuru County.

S/NO	Statement	True	False
EM1	A digital system for managing land records has been installed and is currently in use		
EM2	We have an e-platform where citizens can log on and access our services		
EM3	Most of our work has been automated leading to a reduction in the amount of paper work		
EM4	Most of the staff in the ministry have adequate ICT skills		
EM5	Most of the staff in the ministry have a positive attitude towards the use of ICT in managing land issue		
EM6	The Ministry ICT infrastructure is adequately maintained and always available for use.		
EM7	The ICT infrastructure at the Ministry is easy to use		

Section D: Employee Performance

9. Please indicate the extent to which you agree with these statements on employee performance at the Ministry of Lands Nakuru County.

S/NO	Statement	True	False
EP1	The speed of service delivery has significantly improved after modernization programme		
EP2	Staff at the ministry have become more committed to serving the organization and its clients after the initiation of the modernization program		
EP3	I find it easy to meet my performance targets		
EP4	The level of satisfaction of our clients has significantly improved in the last one year		
EP5	Staff at the ministry are always ready to exert effort to serve clients and meet goals		
EP6	The number of customer complaints has significantly reduced in the past year.		
EP7	There is effective communication among employees and between employees and clients		
EP8	Staff at the ministry adhere to policies and guidelines		
EP9	Staff at the ministry adheres to the organization strategic plan.		

The End

Thank You for your Participation

Appendix II: Interview Guide for Heads of Department

1. Date of data collection _____

2. Gender

3. Age of Respondent

4. Department

5. Please describe the performance appraisal system in your department?

6. Please describe the employee compensation system in your department?

7. What are the criteria used during the promotion of staff in the ministry?

8. How would you describe the work environment at your department?

9. How are decision made in your department?

10. How are employees involved in the decision making processes?

11. What measures has the organization taken to ensure that marginalized groups are adequately represented in the Ministry's workforce

12. How have these political issues (decision-making, employee involvement, and inclusion of marginalized groups) affected employees' productivity?

13. How would you describe the culture at the Ministry of Lands, Nakuru County?

14. How do you encourage creativity and innovation among your subordinates?

15. How do you encourage integrity among the employees in your department?

16. How has the culture at the Ministry influence staff performance?

17. What technological solutions has the Ministry of Lands in Nakuru put in place to enhance service delivery?

18. How has the installation of these technological solutions affected staff performance?

Thanks

Appendix III: Research Authorization Letter from St. Paul's University

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: postgraduatestudies@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 728-062420
(0) 736-424440

BOARD OF POSTGRADUATE STUDIES

National Commission for Science, Technology and Innovation
Off Waiyaki Way, Upper Kabete
P.O Box 30623, 00100
Nairobi, KENYA.

Dear Sir/Madam,

RE: WAWERU CAROLYNN NYAMBURA- MDSNKR203018

This is to confirm that the above named is a final year student of St. Paul's University registered for Master of Arts degree in Development Studies.

The final year consists of a major research work leading to a dissertation comprising 20,000 words. The student's selected topic is:

Influence of Organization Modernization on Employee performance; A case study of Nakuru lands offices in Nakuru County

The research will take place in Nakuru County from March 2019 to May 2019.

Kindly grant the student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

BOARD OF POSTGRADUATE STUDIES ST. PAUL'S UNIVERSITY 26 FEB 2019 KENYA TEL: 020 - 2020505 P.O. PRIVATE BAG - 00217, LIMURU.

Appendix IV: Research Authorization Letter from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/75234/28663**

Date: **13th March, 2019**

Carolynn Nyambura Waweru
St. Pauls University
P.O. Private Bag - 00217
LIMURU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of organization modernization on employee performance. A case study of Nakuru Lands Offices in Nakuru County"*** I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **12th March, 2020.**

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

Appendix V: Research Authorization Letter from County Director of Education

THE PRESIDENCY

MINISTRY OF INTERIOR AND

CO-ORDINATION OF NATIONAL GOVERNMENT

Telegram: "DISTRICTER" Nakuru
Telephone: Nakuru 051-2212515
When replying please quote

DEPUTY COUNTY COMMISSIONER
NAKURU EAST SUB COUNTY
P.O. BOX 81
NAKURU.

Ref No. EDU.12/10 VOL.VI/32

22nd March 2019

TO WHOM IT MAY CONCERN

RE:- RESEARCH AUTHORIZATION - CAROLYNN NYAMBURA WAWERU

The above named from St. Pauls University has been authorized to carry out research on "***Influence of organization modernization on employee performance. A case study of Nakuru Lands Offices*** in Nakuru Town East Sub County, Nakuru County for a period ending 12th March, 2020.

Please accord her all the necessary support to facilitate the success of her research

J. B. KICHWEN
FOR DEPUTY COUNTY COMMISSIONER
NAKURU EAST SUB COUNTY

Appendix VI: Research Authorization Letter from Deputy County Commissioner

THE PRESIDENCY

MINISTRY OF INTERIOR AND

CO-ORDINATION OF NATIONAL GOVERNMENT

Telegram: "DISTRICTER" Nakuru
Telephone: Nakuru 051-2212515
When replying please quote

DEPUTY COUNTY COMMISSIONER
NAKURU EAST SUB COUNTY
P.O. BOX 81
NAKURU.

Ref No. EDU.12/10 VOL.VI/32

22nd March 2019

TO WHOM IT MAY CONCERN

RE:- RESEARCH AUTHORIZATION - CAROLYNN NYAMBURA WAWERU

The above named from St. Pauls University has been authorized to carry out research on "***Influence of organization modernization on employee performance. A case study of Nakuru Lands Offices*** in Nakuru Town East Sub County, Nakuru County for a period ending 12th March, 2020.

Please accord her all the necessary support to facilitate the success of her research

J. B. KICHWEN
FOR DEPUTY COUNTY COMMISSIONER
NAKURU EAST SUB COUNTY

Appendix VII: NACOSTI Research Permit

THIS IS TO CERTIFY THAT:
MISS. CAROLYNN NYAMBURA WAWERU
of ST PAULS UNIVERSITY, 16017-20100 NAKURU,has been permitted to conduct research in *Nakuru County*

on the topic: *INFLUENCE OF ORGANIZATION MODERNIZATION ON EMPLOYEE PERFORMANCE A CASE STUDY OF NAKURU LANDS OFFICES IN NAKURU COUNTY.*

for the period ending:
12th March,2020

Permit No : NACOSTI/P/19/75234/28663
Date Of Issue : 13th March,2019
Fee Recieved :Ksh 1000



.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation