INFLUENCE OF QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE IN DEVOLVED SYSTEM OF GOVERNANCE: A CASE OF ISIOLO COUNTY, KENYA

BY

LUCY NYOROKA MWORIA

MDSNKR/5696/19

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS IN DEVELOPMENT STUDIES OF ST. PAUL'S UNIVERSITY

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AUGUST, 2020

DECLARATION

This dissertation is a product of my own work and is not a result of anything done in collaboration; it has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the university

Signature..... Date... 13th AUGUST 2020

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We confirm that the work reported in this dissertation was carried out by the student under my/our supervision

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ABSTRACT

Employees are a strategic asset of organization and their contributions enable the organization to sustain in a highly competitive environment. Providing a quality of work life to employees is one of the important aspects of organizations to manage the human resources effectively and efficiently to enhance employee performance. Despite devolution of governance in Kenya and the efforts by County governments to improve service delivery, employee performance has not been at the expected levels owing to reported cases of poor service delivery. This study sought to establish quality of work life factors influencing employee performance. Specifically, the study sought to determine the influence of job autonomy on employee performance, establish the influence of work life balance on employee performance, assess the influence of diversity management on employee performance and find out the influence of management of transition on employee performance. This study was premised on the human development approach, Herzberg's motivation-hygiene theory, social identity theory and the self-determination theory. This study adopted a mixed methods approach to establish the influence of quality of work life factors on employee performance in the devolved system of governance through a case study of Isiolo County in Kenya. The target population was employees of Isiolo County government. Stratified sampling and simple random sampling techniques were employed in the study. The sample size consisted of 140 respondents. A structured self-administered questionnaire and interviews were used for the study, which were administered to the employees and heads of departments, respectively. Data analysis was done with the aid of Statistical Package for Social Sciences (SPSS) version 24.0 software. Quantitative analysis involved the use of descriptive approach while qualitative data involved content analysis a. Chi-square tests were conducted to influence of quality of work life on employee performance in the devolved system of governance. The study found that that there was high job autonomy among employees in county government of Isiolo (M=2.10, SD=1.281). There was a low work life balance among employees in county government of Isiolo (M=2.93, SD=1.24). there was diversity management to a moderate extent

(M=2.42, SD=1.282). There was also poor management of transition in county government of Isiolo (M=3.09, SD=1.462). Chi-square tests showed that job autonomy (p=0.035), work life balance (p=0.033) and diversity management (p=0.044) were significant. The study concluded that quality of work life is important in enhancing employee performance especially in regards to job autonomy, work-life balance and diversity management. The study recommended that the county government of Isiolo should enhance the work life balance of employees in a bid to increase their performance. This can be done by flexible work schedules, job sharing arrangements and employee assistance programs to motivate employees. The findings of this study add to the body of knowledge on work life and employee performance which is limited in the public sector. The findings are therefore important to employees in county government of Isiolo who will realize how their performance affects service delivery. The study recommends that the human resource manager at county government of Isiolo can enhance job autonomy by increasing the control among employees on over what they are supposed to accomplish.

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LIST OF ABBREVIATIONS/ACRONYMS

GCP	:	Gross County Product
KDSP	:	Kenya Devolution Support Programme
KNBS	:	Kenya National Bureau of Statistics
NACOSTI	:	National Commission for Science, Technology and Innovation
QWL	:	Quality of Work Life
SDT	:	Self-Determination Theory
SPSS	:	Statistical Package for Sciences
WLB	:	Work-Life Balance

CHAPTER ONE

INTRODUCTION

1. 1.1 Background of the Study

Employees are a company's strategic asset and their efforts help the organization to sustain itself in an increasingly competitive world (Khashan, Shah, Ali & Ali, 2015). The output of the employee can be defined as responses that reflect the employee's learning or type of training that has been given to the employee and that include the outcome of mental and psychological ability (Jamil, Ahmad & Nazi,r 2016). Afshan, Sobia, Kamran and Nasir (2012) described the output as fulfilling specific tasks measured against default or speed standards. Employee performance can be manifested in improvement in output growth, efficient use of modern technologies and highly motivated workers.

The credibility of any public service is derived from the ability to respond economically effectively to the needs of its people. The tasks of public organizations are often more far-reaching and deeper-reaching than private-sector organizations in order to promote general social welfare as well as to protect society and every person within it (Lameck, 2017). Community agencies must draw people willing to work in the industry. Mboi (2014) notes that the demand for public sector goods and services has increased because of the increasing population in countries throughout the world, which, in turn, has challenged organizations in the public sector to improve performance. However, available literature suggests below average performance of public sector employees.

In the United States of America (USA), Gallup (2014) estimated that the federal workforce productivity was 11% lower than in the typical company organization due to lagging rates of employee engagement. Based on the average federal wage and federal workers estimates, the difference in productivity is added to the $18.5 billion annually. In Pakistan's public sector, Khashan et al. (2015) showed weak results. In India, Suman (2018) reported that employee companies were affected or labor relations deteriorated. One cause of these companies' poor performance was indiscipline between employees. The staff of the Minister of Health Headquarters in Kampala, Uganda reported low performance in Basaza (2016). Kenyan Public employees have been met with multiple allegations, claims and alleged cases of corruption, poor service quality, delays in planned production outcomes, low cost-efficiency and more (Aluvisia, 2016).

Providing workers with a quality of life is one of their main factors for efficient and productive human resources management (Leitao, Pereira & Goncalves 2019). The QWL is a framework where workers and stakeholders of businesses get an insight into on how to best collaborate in order to effectively improve both the quality of life and the productivity of their workers (Kelbiso, Belay & Woldie, 2017). Those who love their jobs have a high quality of life and others who are dissatisfied or have unfulfilled needs have a poor quality of life (Gupta & Hyde, 2013).

The Quality of Work Life is widely recognized as a dynamic, multi-dimensional structure that encompasses a range of labor quality measures. Sirgy et al. (2001) categorized QWL as less organized and more organized. The lower QWL covers health / protection and family needs and the higher order QWL includes social needs, self-reliance needs, information needs and esthetic needs. The lower order QWL consists of social needs, forecasts and requirements. QWL covers feelings about job material, the physical environment, compensation, rewards, promotions, self-reliance, teamwork, decision taking, occupational health and safety, job protection, interactions, helping colleagues and managers and balance of work and life, according to Ogbuabor and Okoronkwo (2019). The current study focuses on job autonomy, work life balance, diversity management and management of transition.

Job autonomy can be characterized as a 'practice or collection of practices involving hierarchical delegation of responsibility, in order to provide employees with enhanced decision-making powers to carry out primary tasks' (Shobe, 2018). Previous research has shown that workers can be highly autonomous in work, enthusiastic and free to participate in such activities and thus improve their ability and motivation to further grow and prepare (Zhou, Li and Gong 2019). Saragih (2015) proposed the skillful and imaginative output of their work for workers with greater job autonomy. Lehmann (2016) suggests that, when an employee has a certain degree of work autonomy, he or she will decide on his or her balance of work and life that will contribute to improved job satisfaction and efficiency.

Redmond et al. (2006) describe the work-life balance (WLB) as flexible working hours that allow both parents and non-parents to balance personal and job obligations. Wambui et al. (2017) claimed that the balance between work and life is essentially the positive relationship between work and another activity that is equally significant in life like family, leisure, personal and growth issues. A compromise between work and life should be maintained in order to increase employee efficiency. The quality of working life was found to be the key factor for increasing employees ' productivity and this has a positive impact on the general performance of organizations (Semlali & Hassi, 2016).

Dessler (2011) described the diversity of employees as the multifaceted population features of the organization's workforce. Diversity of workforce includes but is not limited to age, race, descent, gender, physical abilities / qualities, religion, employment, geographical position, earnings, marital status, military service, religious beliefs, parenthood, job experience (Vohra et al., 2015). Most organizations have defined gender, ethnicity and education as the most frequently diversified demographic variables among their workers according to Al-Ahmad and Alkhawlani (2017). Therefore, in such organizations diversity management is necessary. This can be described as establishing, acknowledging and assessing the contribution of each employee in the organization, an atmosphere focused on teamwork and shared respect for employees (Herrera, 2008). Qasim (2017) notes that diversified staff from diverse academic backgrounds and ethnic backgrounds provide opportunities for greater creativity and innovative solutions. Wachira (2016) states that the impacts of diversity initiatives at company level still need to be defined following acceptance by public organizations of the workplace diversity rule, so human resources management actively implements them and can be changed in various ways.

The transition means that people have to reorient themselves in response to the change. Management of transformation is a multi-leveled management model that forms co-evolution processes with goals, transitional experiments and learning and adaptation cycles (Kemp et al., 2007). The Transitional Management (2015) is about what workers feel directly inside themselves, according to Loorbach, Frantzeskaki and Huffenreuter. The aim is to allow workers to understand how things have been and how they are or will be adjusted to. Managing change involves helping workers alleviate tension and uncertainty for all in a difficult environment. A transition management plan is a critical component of a strategy to handle change and presumes that it is well handled. The way organizations treat staff during a shifting initiative depends on how the transition and the organization will be effective, according to Kotter (2014). The readiness to change exists in six countries: indifference, refusal, doubt, neutrality.

There are several positive effects due to the existence of quality of working life (QWL). According to Leitao et al. (2019), QWL is related in four main areas: a stable workplace environment; occupational health; sufficient working time; and an acceptable wage, which include job satisfaction, motivation, efficiency, health, safety and welfare. Usha and Rohini (2018) add that measuring quality of working lives would have an effect on enhancing employees ' positive attitude to their job and the business, on improving employee productivity and motivation, improving performance and competitiveness in business and the company competitive in the face of global business.

Kenya is a democratic republic with two spheres of government: national and county. The 2010 Constitution of Kenya was a turning point in Kenya’s history as it reconfigured balance of power by devolving power and responsibilities from the national government to 47 elected county governments (Kipchirchir, 2016). In the devolved governance structure, people are directly or indirectly engaged in governance by exercising their sovereignty-elected and appointed representatives (Republic of Kenya, 2010). This was a significant departure from the past, with centralization of power and wealth and limited involvement in government by people. The transition of government and resources has been an effort to resolve structural injustices and disparities created by the central government and groups or regions close to the central government's control and access to resources. As an example, some Counties only got their first paved roads and local, equipped hospitals after the implementation of devolution (Okolloh, 2019).

Isiolo County is one of the 47 counties in Kenya. It covers an area of 25,336.7 square kilometers, on the upper Eastern region of Kenya. Isiolo Town is the capital town of the county. The county is mainly semi-arid. The County has two constituencies, three sub-counties and ten wards. It has approximately 40,000 households and an estimated population of 1.9 million people). Livestock production remains the biggest economic activity with approximately 80% of the population relying on it (County Government of Isiolo, 2020). The county has 1,300 employees. In 2018, all the accounting officers, including ministers, their chief officers and directors of departments signed performance contracts in a bid by the county to enhance employee performance (Abdi, 2018). This study sought to establish quality of work life factors influencing employee performance in county government of Isiolo.

2. 1.2 Statement of the Problem

Devolution stemmed from the real challenges faced by Kenyans since independence, including accountability, exercise of power, effective self-governing, fair social and economic growth, public participation and the principle of subsidiarity in governance (Mutunga, 2015). With the advent of devolution, Kenyan citizens expected improved service delivery by county governments and publics agencies. However, this has not been the case for majority of counties in Kenya, for instance, Isiolo County emerged as one of the worst performing counties under the Kenya Devolution Support Programme (KDSP) in the 2017/2018 financial year (World Bank, 2019). In another survey, All Africa Advisors (2019) ranked Isiolo County 31st in service delivery. According to the Kenya National Bureau of Statistics (KNBS) (2019), Isiolo County recorded a mere 4.7% gross county product (GCP) growth between 2014 and 2017. It can be noted that this performance is not only below the national average but also lower than the neighboring counties such as Embu and Meru.

This level of performance can be associated with the employees who deliver services to residents of Isiolo County as confirmed by studies Chebet (2015) in Bungoma County and Majau and Wanjohi (2019) in Meru County. In Machakos County, Kimeu (2015) sought to establish the perceived factors affecting employee performance. Apuka *et al.* (2019) investigated the effect of employee compensation on job performance among staff in the County Government of Kakamega. Elsewhere, Munyiri (2018) study aimed at investigating design of job and performance of employee of insurance companies in Nyeri County. However, studies on the influence of quality of work life on employee performance in county governments have not yet been conducted by many scholars in the country. Because, a well performing workforce that is responsive, efficient and effective is important for service delivery and the fact that a high quality of work life is a crucial issue for organizations, this study sought to establish the influence of quality of work life on employee performance in the devolved system of governance through a case study of Isiolo County in Kenya.

3. 1.3 Objectives of the Study

The study was guided by the following objectives:

1.3.1 General Objective

To determine the influence of quality of work life on employee performance in the devolved system of governance through a case study of Isiolo County, Kenya

1. 1.3.2 Specific Objectives

i. To examine the influence of job autonomy on employee performance in county government of Isiolo.
ii. To determine the influence of work life balance on employee performance in county government of Isiolo.

iii. To assess the influence of diversity management on employee performance in county government of Isiolo.
iv. To analyze the influence of management of transition on employee performance in county government of Isiolo.

4. 1.4 Research Questions

i. What is the influence of job autonomy on employee performance in county government of Isiolo?
ii. What is the influence of work life balance on employee performance in county government of Isiolo?
iii. What is the influence of diversity management on employee performance in county government of Isiolo?
iv. What is the influence of management of transition on employee performance in county government of Isiolo?

5. 1.5 Significance of the Study

The current study established the influence of quality of work life on employee performance in the devolved system of governance. The findings of this study will add to the body of knowledge on work life and employee performance which is limited in the public sector. The findings are therefore important to employees in county government of Isiolo who will realize how their performance affects service delivery. The county government of Isiolo will also benefit by learning of the link between life factors and employee performance. The county government may therefore improve employee performance by implementing recommendations made in this study. Human resource practitioners, scholars and researchers may use the findings as reference material in their works.

6. 1.6 Scope of the Study

The study was conducted in county government of Isiolo. Isiolo County is selected owing to its very poor performance not only below the national average but also lower than the neighboring counties such as Embu and Meru. Employees of the county government were the respondents in the study. Life factors selected for this study comprised job autonomy, work life balance, diversity management and management of transition. The study is a descriptive survey where data was collected using questionnaire and an interview schedule. The drop and pick method was used in administering questionnaires. Respondents were given 14 days to fill the questionnaire. The study was conducted between March and May 2020.

7. 1.7 Limitations

The current study was limited to the accuracy and truthfulness of respondents. To mitigate this limitation, the respondents were informed of the purpose study and assured of anonymity and confidentiality of the information they give. They were also informed that the study would make

recommendations to the county government to enhance employee performance by addressing gaps found.

8. 1.8 Assumptions of the Study

It was assumed that employees of county government of Isiolo were qualified and skilled in their relevant professions. The researcher assumed that human resource management in county government of Isiolo was conducted in compliance to Labour Relations Act. No. 14 of 2007. The researcher also assumed that the respondents observed honesty in answering questions in the study.

9. 1.9 Definition of Key Terms

Diversity: In this study, it refers to age, cultural background, physical ability, handicap, ethnicity, religion, gender and sexual orientation similarities and differences among employees adopted from Saxena (2014).

Diversity Management: This study adopted Patrick and Kuamr (2012) definition as a plan and incorporate personnel resource programs and procedures in order to optimize the potential advantages of diversity while mitigating the potential disadvantages.

Employee Performance: An employee's willingness to fulfill his or her task according to an organization's standards (Pradhan & Jena, 2017). The study adopted the definition by Pradhan & Jena (2017) as a measure of the level of performance among county employees

Job Autonomy: According to the study, it refers to a physical activity or a series of procedures concerning the transfer of duty and the creation of a chain of command such that workers are able to execute their key job than ever when making decisions as adopted from Leach *et al.* (2005).

Transition Management: Systematic organizational preparation, execution and evaluation of improvements as indicated by Loorbach *et al.* (2015).

Work Life Balance: An adequate level of engagement in a person's multiple roles (Lingard *et al.*, 2007). The study adopted the definition by Lingard *et al.* (2007).

10. 1.10 Summary

Chapter one lay the framework for the study by describing background of the study variables and problem statement. The background of the study majored in quality of work life and it is an association with employee performance. The statement of the problems presented the motivation of the study in terms of the specific problem and the gaps in research. Research objectives and hypotheses to be tested were enumerated. Chapter one also includes statement on the significance of the study, limitations as well as assumptions. Key terms in the study were also identified and their definitions stated.

CHAPTER TWO

LITERATURE REVIEW

1. 2.1 Introduction

This chapter presents the review of theoretical and empirical literature. It contains sections that cover theoretical and empirical review. The chapter contains a conceptual framework which displays the variables under investigation, their relationships and the respective indicators. The summary of the literature as well as gaps emanating from the literature review are also presented.

2. 2.2 Theoretical Review

A theoretical framework is a collection of concepts and ideas that direct research and provide the basis for the creation of a thesis, dissertation or similar academic project (Lederman & Lederman, 2015). They provide a framework, and particularly the methods and the analysis for the literature review. This study is guided by the human development approach (Ul Haq, 1995), Herzberg's (1969) motivation-hygiene theory, Tajfel's (1978) social identity theory and the self-determination theory (Deci & Ryan, 1985).

1. 2.2.1 Human Development Approach

The human development concept was developed by economist Mahbub ul Haq. At the World Bank in the 1970s. Human development is an extension of human abilities, a broadening of decisions, an upgrade of opportunity, and a satisfaction of human rights. Anderson (2014) sets that human development ought to be viewed as a wide, emancipatory and social procedure, instead of the negligible extension of individual decisions or 'abilities'. Essential Human development is the comprehensive improvement of the human individual, covering all parts of life: social, monetary, political, social, individual and otherworldly. As per Stewart (2019), the human development approach puts the improvement of individuals' lives as the focal target of advancement. Human development contains center standards by which to survey advancement forms. They incorporate value, proficiency, interest, manageability. Obviously different standards, duty, regard and human rights (Alkire, 2010).

While prior Human Development Reports underscored measures, for example, the arrangement of open administrations, late ones have concentrated more on individuals' political strengthening (Fukuda-Parr, 2011). Human development is these days portrayed as growing individuals' opportunities, where opportunities involve the beneficial abilities individuals esteem, and enabling individuals to connect effectively being developed procedures on a mutual planet (Alkire, 2010). Capacities are comprehended as the genuine capacity to accomplish something (Conconi &and Viollaz, 2020). Nussbaum (2011) portrays the capacities approach as another hypothetical worldview in the turn of events and strategy world, which offers the conversation starters: "What are individuals really ready to do and to be?" Put in an unexpected way, the

abilities approach asks which real open doors are available to individuals. As per Robeyns (2007), our capacities are extended (or obliged) independently and by the organizations and states of our general public. Individuals with big, generated skills have the instruments to realize "a great life" in their dream.

The human development approach was relevant to this study which sought to establish quality of work life factors influencing employee performance in county government of Isiolo. This is because an employer's recognition of employees' quality of work life is recognizing the significance of human capabilities, freedom and human rights which are the core elements of the human development approach. Another component of human development is productivity which requires investment in people. This is important in an organization such as a county government to enable better employee performance and therefore better organizational performance.

2. 2.2.2 Herzberg's Motivation-Hygiene Theory

This theory is credited to the works of Frederick Herzberg (1923-2000), clinical psychologist and pioneer of 'job enrichment', who is regarded as one of the great original thinkers in management and motivational theory (Tan & Waheed, 2011). The inspiration hypothesis of Herzberg is one of inspiration 's material speculations. These are efforts to clarify the elements and the points that drive individuals to distinguish and fulfill their individual needs (Ali, 2013).

Herzberg's hypothesis bankrupt down work environment needs into two classifications: inspiration factors that give representatives a feeling of fulfillment and cleanliness factors that decide the fundamental degree of soundness and employer stability (Ataliç, Can & Cantürk, 2016). Variables of cleanliness are the factors that are important for motivation in the workplace. These are not good results for the long run. In any case, when these elements are not present in work environments, they contribute to deception (Derby-Davis, 2014). In other words, they are absent. The smoothness factors cannot be considered sparks as according to Herzberg??////. The elements of inspiration are positive. Such components are inherently active. Such elements motivate the exhibition 's members. These variables are called satisfiers (Worlu & Chidozie, 2012).

As indicated by Herzberg's inspiration cleanliness hypothesis, work self-governance is a factor that propels representatives (Herzberg et al., 1969). As per Lin et al. (2013), work self-governance can be characterized as 'a training, or set of works on including the designation of duty down the progressive system to give representatives expanded dynamic expert in regard to the execution of their essential work undertakings. Research demonstrates that when workers are offered a chance of flexibility, work is fulfilled. This increased degree of job output in the members is estimated to derive from a sense of more remarkable dedication to the quality of their work. In addition to rising representative sales, freedom has been shown to generate confidence and satisfaction. (Burcharth, Præst Knudsen & Søndergaard, 2017). Such representatives regularly show higher employment execution and lower worry than their less essential partners. In this regard, the Herzberg's Motivation-Hygiene Theory is fitting in this examination which examined the influence of job autonomy on employee performance in county government of Isiolo.

While Herzberg's thoughts and ideas have been widely read and modified over the years by different organisations, some extremely legitimate concerns are raised about Herzberg 's work. (Burcharth et al., 2012). Some state its approach doesn't address the thought that, when things are working out in a good way, individuals will in general glance at the things they appreciate about their activity. At the point when things are going severely, be that as it may, they will in general accuse outer variables (Worlu & Chidozie, 2012). Boord et al. (2010) includes that likewise, the two-factor theory is not free of predisposition since it is based on the daily response of the members to examine the origins of fulfillment and deception at work. They will be deceptive because of the external factors, such as the compensation structure, arrangements and the relationship with the companion. Likewise, the representatives will offer credit to themselves for the fulfillment factor at work.

3. 2.2.3 Social Identity Theory

Social identity theory was proposed in social psychology by Tajfel and his colleagues (Tajfel, 1978; Tajfel & Turner, 1979). It is an interactionist social mental hypothesis of the job of self-origination and related subjective procedures and social convictions in bunch forms and intergroup relations (Hogg, 2016). Social personality hypothesis plans to indicate and foresee the conditions under which people consider themselves people or as gathering individuals. Most of the work into the impacts of workforce assorted variety has been supported by social character hypothesis, as indicated by which people have both an individual and a social personality, the last differing as per the gatherings (e.g., ladies, laborer, proficient, etc) to which we have a place (Kundu & Mor, 2017).

Hierarchical researchers have applied and stretched out social character hypotheses to clarify assorted variety elements in associations (Bieling, Stock & Dorozalla, 2015). More or less, social psychological hypothesis is another hypothesis that tries to clarify how decent variety can bring about negative results in a gathering or association. As indicated by Kulik (2014), it is more diligently for representatives in moderately various work gatherings to separate plainly between in-gatherings and out-gatherings. Along these lines, it is more enthusiastically to make these classifications and in this manner upgrade social character and confidence when representatives work in bunches where they are progressively not at all like their companions regarding work status. At the end of the day, work-status uniqueness might be related with a more negative social character and lower confidence. As per Turek (2017), the social personalities in associations fill in as significant drivers of execution. Why people think that people from classes have an effect on the outcome of learning mediation. The social personality subsequently plays a key role in or guides learning and execution in associations.

The decent variety definition alludes to the presence of varieties of various qualities in a gathering of individuals (Bieling et al., 2015). The idea of decent variety incorporates acknowledgment and regard. It implies understanding that every individual is one of a kind, and perceiving our individual contrasts (Saxena, 2014). The segments of an assorted variety blend incorporate contrasts and likenesses between and among races, ages, sexes, instructive levels, strict affiliations, land roots, and work styles. Workforce decent variety incorporates the distinctions and similitudes of the representative’s dependent on these perspectives (Ogbo et al.,

2014). Assorted variety and various mix perspectives into associations are relevant in a universe of moving segment examples and work rehearses.

In the previous twenty years the developing ethnic decent variety in associations has driven researchers to give expanded consideration to this issue. As indicated by Simons and Rowland (2011), the test of executing decent variety in associations is expanded by the absence of explanation with respect to the contrast among practical and social assorted variety in the writing, which brings about an absence of separation in hierarchical arrangements. In this way, associations should be certain that they center around activities that affect representative view of decent variety inside the positions of senior administration and non-management. Atiyah (2016) recommends that embracing assorted variety the board and differing workforce inside association, will make a conduct to include a few attributes that will improve the authoritative execution by adjusting the present workplace to the future work plan.

It is contended that the broken outcomes of the social classification forms that emerge in different groups can be decreased by accentuating normal group objectives and by going to painstakingly to the compositional plan of teams (Kundu and Mor, 2017). Social character hypothesis recommends that administrators are probably going to utilize striking social classifications, (for example, race, sex, and utilitarian specialization) as pointers of significant worth and inclination likeness, and in this way the potential for problematic clash. Thusly, administrators are probably going to like (in employing and coaching) people with whom they share (and with whom their subordinates share) classification enrollment on such measurements. The social identity theory is therefore important in this study because one of the objectives of this study is to assess the influence of diversity management on employee performance in county government of Isiolo.

4. 2.2.4 Self Determination Theory

Self-Determination Theory (SDT) is a theory of human motivation developed by psychologists Deci and Ryan (2007). SDT represents a broad framework for the study of human motivation and personality (Krause, North & Davidson, 2019). It links personality, human motivation, and optimal functioning. It places that there are two primary kinds of inspiration—natural and outward—and that both are amazing powers in molding what our identity is and how we act (Deci & Ryan, 2008). As a persuasive hypothesis, it tends to what stimulates individuals' conduct and moves them vigorously, just as how their conduct is controlled in the different spaces of their lives.

People can be proactive and drawn in or, on the other hand, inactive and estranged, generally as a component of the social conditions where they create and work (Ryan and Deci, 2000). SDT depicts the basic effect of the social and social setting in either encouraging or upsetting individuals' fundamental mental needs, saw feeling of self-bearing, execution, and prosperity (Leagult, 2017). SDT subtleties how the styles and techniques of inspirations, for example, guardians, instructors, mentors, chiefs, and medicinal services experts can advance or subvert commitment and the positive results that follow from it.

SDT recommends that individuals are inspired to develop and change by three intrinsic and all-inclusive mental need: skill, association, and self-sufficiency (Migliorini, Cardinali and & Rania, 2019). Fitness is the capacity to feel powerful in what one does. At the point when an individual feels equipped they feel a feeling of dominance over their condition and feel positive about their abilities. Self-governance is the capacity to feel autonomous and ready to follow up on the world such that coordinates one's wants. In the event that the individual needs self-governance, the person feels constrained by powers that are not in accordance with what their identity is, regardless of whether those powers are interior or outside. Association or relatedness is the capacity to feel associated with others and a feeling of having a place. So as to have one's relatedness needs met, they should feel imperative to the others in their circle (Vinney, 2019).

Job autonomy is a key part of SDT. As indicated by the hypothesis, individuals have a need to feel that they are the experts of their own predetermination and that they have probably some command over their lives; in particular, individuals have a need to feel that they are in charge of their own conduct (Kraue, 2019). Independence is one of the basic components in building genuine representative commitment to create better worker execution. In this way, this theory was relevant to the current study which aims to establish quality of work life factors influencing employee performance in county government of Isiolo. Autonomy is one of the variables in this study, whereby the study seeks to determine the influence of job autonomy on employee performance in county government of Isiolo.

3. 2.3 Empirical Review

Empirical studies are the assortment and investigation of essential information dependent on direct perception or encounters in the 'field'. This section presents explores past research and its strengths and weaknesses. It is divided into four section corresponding to the four independent variables: job autonomy, work life balance, diversity management and management of transition.

1. 2.3.1 Job Autonomy and Employee Performance

Job autonomy, by nature, is the right that workers are permitted to exercise their duties and functions in terms of aspects of working process, schedule and work requirements (Park & Searcy 2012). It is the degree to which a job allows an individual the flexibility and freedom to schedule and decide how their work will be performed. Autonomy of the workplace is a significant element for the theory of job design developed in recent decades by a number of scholars who have proposed that it can be divided into different aspects of autonomy (Gagné & Bhave, 2011).

Previous research has shown that high job autonomy will allow workers to take part in some activities, thereby increasing their willingness and motivation to learn and prepare further (Jong, 2016). Autonomy is a predictor of job satisfaction and is increasingly relevant at work. However, job freedom provides workers with the optimal conditions for making their jobs (Gillet et al., 2013). Accessible studies show that workers who feel free to decide whether to do their job at work are happier and more successful.

Muecke and Iseke (2019) meta-logically analyzed an integrative structure that joins job autonomy to work execution. Results from a rundown of 319 investigations and 151,134 members demonstrate that, by and large, job autonomy prompted better occupation execution, for the most part by improving work inspiration yet additionally by diminishing mental strain. The creators separated three elements of job autonomy (dynamic, technique, and booking autonomy) and indicated that hypothetical components change contingent upon the kind of autonomy. Work inspiration was most firmly upgraded by dynamic autonomy, yet it was reduced by planning autonomy. The strain-lessening impacts were more grounded for dynamic autonomy and technique autonomy than for booking autonomy. Besides, primer proof shows that center self-assessments intervened the impacts of job autonomy measurements on work inspiration and mental strain.

An examination by Saragih (2015) inspected the connection among job autonomy and work results (work execution, work fulfillment and occupation stress), self-viability as an interceding variable. The auxiliary relationship demonstrated that job autonomy essentially identified with work fulfillment and execution, however not huge with work pressure. It additionally indicated that self-adequacy somewhat intervened the connection among job autonomy and work fulfillment, and employment execution. Likewise, this exploration found that self-adequacy not intervened the connection among job autonomy and work pressure. There was no noteworthy connection among job autonomy and work execution however this examination indicated that activity fulfillment fundamentally identified with work execution.

Suteerawut, Vanno and Khaikleng (2016) investigated how job autonomy and positive mental capital assist associations with advancing representatives' exhibition through inborn work inspiration. The auxiliary relationship demonstrated that job autonomy, positive mental capital and inborn work inspiration altogether identified with work execution. What's more, results from the present investigation indicated that inherent work inspiration completely intercedes the connection among job autonomy and work execution, and in part intervenes connection between positive mental capital and employment execution.

An examination by Zhou, Li and Gong (2019) look at how and when job autonomy advances representative's self-improvement. The outcomes demonstrated that job autonomy anticipated representative's self-advancement, and worker's inborn inspiration completely interceded this relationship. Group availability emphatically directed the connection among job autonomy and characteristic inspiration, and further directed the intervention impact of inherent inspiration. Sisodia and Das (2013) appeared there is a huge contrast secured between position responsibilities of workers with high and low job autonomy. There is a critical contrast secured between position responsibility of representatives of high various leveled gathering and those of low progressive group and noteworthy communication impact found among job autonomy and progressive level upon authoritative duty of workers.

Utilizing basic condition displaying, Brink, Emerson and Yang (2016) assessed an example of experienced Chinese bookkeepers from an assortment of enterprises and locate an immediate, positive, and malicious impact among job autonomy and counterproductive practices. Be that as it may, this impact is made up for and turned around by a lot of backhanded and invaluable impacts applied through the impact of occupation fulfillment and saw authoritative help.

Bucharth et al. (2017) analyzed how authoritative exercises that officially give representatives work autonomy clarify the presentation of open development (OI). According to the investigation, the financial advantages of both inbound and outbound OI are completely caught just if firms give representatives time, opportunity and freedom. The outcomes demonstrated that worker autonomy completely intervenes the connection among receptiveness and advancement deals, while the selection of inbound OI is decidedly connected with the presentation of new items.

Rizwan and Jamil (2014) study explored the enhancements of occupation stress, working conditions and autonomy of work on representative fulfillment. The aftereffects of the investigation approved that there is noteworthy positive connection among Autonomy of work and Employee Satisfaction. As per these results, Autonomy of work gives over 30% to Employee Satisfaction. Malinowska, Tokarz and Wardzichowska (2018) analyzed the connection between autonomy of work, situational work inspiration, work commitment, and work holism. The outcomes affirmed that self-sufficient inspiration intercedes the connection among autonomy of work and work commitment. The suspicion about the intercession job of controlled inspiration in the connection among autonomy of work and work holism was anyway not affirmed.

Naqvi, Ishtiaq, Kanwal and Ali (2013) study assessed the impact of job autonomy on work fulfillment and authoritative duty with a directing job of hierarchical culture in the inexpensive food area of Pakistan. Results indicated that an expansion in job autonomy brings about an expanded degree of employment fulfillment and hierarchical responsibility and authoritative culture directs this relationship. Gözükaraa and Çolakoğlu (2016) study results showed that job autonomy positively affected occupation fulfillment, while work-family strife had a negative interceding impact on this connection among job autonomy and work fulfillment.

In Kenya, Wambui (2018) analyzed the impact of autonomy on the exhibition of workers among private value firms in Nairobi City County in Kenya. In view of the outcomes, autonomy was found to influence worker execution essentially. Ngari, Muathe and Kilika (2018) autonomy was found to influence the presentation of workers, while task importance didn't essentially influence execution of representatives among Private Equity Firms in Nairobi City County in Kenya. Catherine (2018) concentrate in AAR human services Kenya ltd discovered that activity configuration influences worker commitment and that both are fundamentally related. Occupation configuration was found to contribute 67% of the fluctuation in the degree of commitment among the representatives. Autonomy was all the more unequivocally associated with representative connected when contrasted with the other assignment qualities.

The reviewed studies in this section demonstrate that job autonomy is significantly related to employee performance. Specifically, job autonomy has a strong positive correlation with performance. However, majority of these studies are conducted in private firms and empirical evidence from public sector especially counties is scarce. There is therefore a need to fill this gap by determining the influence of job autonomy on employee performance in county government of Isiolo.

2. 2.3.2 Work Life Balance and Employee Performance

Work life balance is a specific term involving the focus of 'work' (carriage and ambition) on the one hand and 'life' (health, enjoyment, leisure, family and spiritual growth) on the other. It's basically the positive relationship between work, family, leisure, personal growth, and community development issues that are important for other equally important life activities (Wambui et al., 2017). It means that workers will balance their jobs with their family's other commitments by modifying their working patterns. For employees and organizations, this is an important issue. It is a philosophy in which workers' greatest satisfaction is a guiding force for efficient and satisfying work that is beneficial for both employer and employee. Over the past two decades, working-life balance has become a major trend, with a substantial increase in the job caused by economic instability, organizational change and an increase in the rivalry between companies (Rehman & Roomi, 2012).

At the theoretical and organizational level, work life balance is recognized as an essential element in ensuring employee engagement, efficiency, performance, increased job satisfaction and reduced intentions among organizational employees (Soomro, Breitenecker & Shah, 2018). In order to improve organization's performance, the business case of work-life balance practice, as advocated by many organizations, relies upon better candidates and on the reduction of the tension between existing staff (Kim, 2014). Owing to the benefits of workers' work-life balances and the opportunity to enhance work efficiency with regard to improving organizational engagement, job satisfaction, a decrease in the rate of turnover, several companies have implemented work-life programs, including flexible working hours, staff support and leave programs (Lazar, Osoian & Ratiu, 2010).

Benito-Osorio et al. (2014) looked to uncover, dissect and decide the impacts of work-life balance approaches on business execution. The investigation leads the creators to establish that work-life balance strategies don't represent a danger to business execution. In any case, as indicated by the creators, it ought to be noticed that associations with better administration rehearses and higher efficiency are those setting up work-life balance strategies. Jaharuddin and Zainol (2019) study inspected an all-encompassing perspective on the connection between WLB, work commitment and turnover aim. The discoveries uncovered an immediate connection between work-life clashes and occupation commitment and turnover goal. There is likewise a noteworthy relationship of occupation commitment to employees' turnover expectation. Be that as it may, no intervention impact of occupation commitment is found among WLB and turnover aim.

An examination by Aslam (2015) researched the impact of work life balance on employee execution in training division of Pakistan. The discoveries of study uncovered the work life balance has critical constructive outcome on employee execution. The outcomes likewise present that value-based initiative has noteworthy directing impact. Khatri and Behl (2013) built up that work-life balance approach is emphatically connected with employees' presentation in the association and is pertinent through joint endeavors of the employees and bosses. An examination by Bataineh (2019) tried to explore the Relation of work life parity, joy, and employee execution among employees from the (Med Pharma), Pharmaceutical enterprises in

Jordan. Speculation, the outcomes showed that work life balance and joy emphatically and essentially influence employee execution.

Ayyazi and Aslani (2015) examined the effect of work-life balance (WLB) on employees' activity fulfillment and turnover goal. Additionally, they examined the directing job of continuation responsibility on work fulfillment – turnover aim relationship. The discoveries upheld that WLB has a critical positive relationship with work fulfillment, and a huge negative relationship with turnover expectation. Also, work fulfillment completely intercedes the WLB – turnover aim relationship. Hsu et al. (2019) inspected whether the relationship between working hours, work fulfillment, and work-life balance are intervened by word related pressure. What's more, we tried whether saw time control helps moderate the impacts of working hours and word related pressure. The investigation uncovered noteworthy connections between's long working hours and both word related pressure and work-life balance, just as between word related pressure and both work-life parity and employment fulfillment. What's more, the connection between working hours and word related pressure displayed an essentially positive collaboration with saw time control.

An investigation by Obiageli et al. (2015) study inspected work life balance and employee execution in chose business banks in Lagos state, Nigeria. The discoveries uncovered that leave arrangement persuade employee capacity to convey benefits productively and, taking everything into account work life balance practice is a significant factor in expanding employee execution. Mmakwe (2018) study examined the connection between work-life balance and employee execution in the financial segment in Port Harcourt, Rivers state. The discoveries uncovered a solid connection between's the proportions of work life balance and the proportions of employee execution. Darko-asumadu et al. (2018) study investigated the impact of work-life balance on employee responsibility among financiers in Accra, Ghana. The examination found among others that unmarried employees adjusted their work and family jobs superior to their wedded partners. Ladies additionally experienced more work-life strife than men. There was a frail positive connection between work-life parity and duty among employees in light of the fact that they were not happy with paternity leave, study leave, and low maintenance work. The examination reasoned that work-life balance approaches didn't impact employee responsibility that much.

Sirma (2015) looked to decide the connection between work life balance, and employee execution. Study discoveries demonstrate a solid positive connection between UN Women yearly leave arrangement, which incorporates yearly leave, wiped out leave, and parental leave. The nature of work life balance as a quality has additionally been built up especially for respondents who have used the yearly leave approach sufficiently. The examination set up the opposition of positive connection between compacted working game plans, flexi hours, low maintenance and employee execution.

Muchiti and Gachunga (2015) to build up the impact of work life balance on employee profitability in Kenya. The examination discoveries demonstrated that autonomous factors contributed 77.10%, essentially and decidedly to employee efficiency at legal executive. Adaptable working calendar was the most noteworthy factor and had a positive huge relationship at 5% level of noteworthiness. Gakii (2017) that work life balance activities were critical as

execution estimation model and the quality of the connection between employee profitability and every one of the autonomous variable exhibition estimation significantly affected employee efficiency in Kenyan Universities.

An examination by Wambui et al. (2017) inspected the impacts of work life balance on employees' presentation in Kabarak University which is private Chartered University in Nakuru County. The examination uncovered that work family needs struggle influenced the presentation of employees. The examination, consequently, inferred that work life balance is a significant part of work and family which ought to be grasped to improve employees' execution. Mulanya and Kagiri (2018) tried to decide the degree to which work life balance influences employee execution in the Commission on Revenue Allocation. It was discovered that The association didn't have viable adaptable working game plans that aid the exhibition improvement. Fruitful employment sharing game plans served the requirements both of individual employees and their work unit/divisions. There was a hugeness impact of employee breaks on employee execution. There needed successful employee help programs in the association. Abdulkadir (2018) investigate at the bureau undertakings office discovered that the interest at the work environment meddled with employee's family life. The exploration likewise uncovered that because of popularity of the work, the greater part of the employees needed to cause changes so as to achieve their family obligations.

Analysis of reviewed studies shows that there is a link between work-life balance and employee performance. However, results cannot be generalized to Isiolo County Government since work life-balance is measured differently in various studies depending on the organization of interest. The current study will therefore seek to establish the influence of work life balance on employee performance in county government of Isiolo.

3. 2.3.3 Diversity Management and Employee Performance

Acceptation and respect are part of the concept of diversity. It means to understand that every person is unique and to recognize the differences between us (Patrick and Kumar, 2012). Workforce diversity means age, cultural context, physical and disability, ethnicity, religion, sex, and sexual orientation similarities and differences between workers (Saxena, 2014). According to Albdour and Altarawneh (2012), managers in companies are responsible for ensuring the effectiveness of workplace diversity programs by an effective policy on diversity, to ensure that all discrepancies are recognized and responded to in order to ensure the continuity of professional employees.

Management of diversity refers to organizational actions to promote a greater inclusion by specific policies and programs in the structure of an organism of employees of various backgrounds (Ashikali & Groeneveld, 2015). Diversity management is a method to build and sustain a supportive working atmosphere that appreciates personal similarities and differences (Patrick & Kumar 2012). As an answer to the growing diversity of workers throughout the world, organizations adopt strategies for diversity management. It requires the use of the uniqueness and individuality of people and then moves the organization. Successful diversity management is about unleashing the rich and diverse potential of an entire workforce.

The management of diversities attracts, maintains and successfully manages a number of staff according to Ashikali and Groeneveld (2015), so that it can contribute to the success of the company. Research shows that diversity and workforce inclusion contribute to greater commitment, improved outcomes and greater benefits for employees. Substantial evidence indicates that diversity gives a company many advantages: increased competitiveness and innovation, good governance and better problem-solving skills. For certain cases, however, diversity also decreases efficiency. Akpakip (2017) indicated one explanation why staff faces an atmosphere that requires them to work alongside other workers who are different from them through diversity practices. Such forced integration can create an ambience of employee conflict, discrimination and other diversity challenges.

An examination by Ndiangui (2013) analyzed how the diverse diversity management methodologies received by the Florida open secondary school executives impact authoritative execution. The various methods of assorted variety the executives were sorted into four gatherings; to be specific rebellious, agreeable, responsive and proactive techniques. The outcomes from the inferential insights didn't show huge outcomes. The directionality dependent on means, writing and consequences of the open-finished inquiries demonstrated that schools that occupied with either receptive or proactive assorted variety the executives' procedures experienced more positive hierarchical results than those that received rebellious or agreeable diversity management methodologies.

Ohunakin et al. (2019) directed an experimental examination on impacts of diversity management and incorporation on hierarchical results. The discoveries demonstrated beneficial outcome of diversity management and consideration on employees' activity fulfillment and employees' activity execution. It suggests that diversity management and incorporation have the possibilities of helping association in making an atmosphere where employee will get a kick out of the chance to work more enthusiastically with availability to keep on working with the association.

In an examination by Ordu (2016), the impacts of instructors' impression of the diversity management on their activity fulfillment and individual execution were analyzed. Because of the examinations done, huge connections were found between the diversity management and occupation fulfillment; and between the diversity management and individual execution. Additionally, it was discovered that sub measurements of diversity management as individual perspectives and practices, authoritative qualities and standards, managerial practices and arrangements together anticipate the general employment fulfillment fundamentally.

Muthiora (2017) tried to decide whether execution of employees was affected by overseeing various parts of workforce diversity such as age, sexual orientation, conjugal status and instructive foundation at the National Biosafety Authority in Nairobi, Kenya. Examination demonstrated that exhibition was emphatically impacted by three autonomous factors to be specific training, sexual orientation and age assorted variety. Gaunya (2015) study discoveries set up a factually noteworthy positive connection between instructive diversity and employee execution and further found that age diversity had a measurably feeble relationship with employee execution among line officials and the executives level officials from the branch of Probation and Aftercare Services.

Saxena (2014) fundamentally investigated the workforce diversity and its effect on profitability of an association. The specialist in the wake of looking at the writing and different research papers, presumed that workforce diversity is quality for any association however individuals despite everything adhere to their perspectives identified with standing, religion and so on thus consider diversity as an issue yet whenever oversaw appropriately, can expand the efficiency. Rizwan et al. (2016) led an examination of the impact of work power differentiate towards employee execution in a financial industry of Pakistan. The examination utilized sex, age, ethnicity and instructive foundation of the employees as indicator factors of employee execution in an association. All the free factors were seen as exceptionally noteworthy and the indications of the relapse coefficients were in agreement to the past examinations. The information results show that there is a noteworthy effect on employee execution when diverse workforce is working in the financial business.

An examination by Dike (2013), investigated how organizations oversee workforce diversity and its results to the organization's presence just as look at how organizations' arrangement with challenges that accompanies employees from different social foundations. The outcome shows that work environment diversity plays a successful job in certain organizations. Anyway in sufficient coaching and direction could cause an organization low profitability. Atiyah (2016) looked to distinguish the effect of diversity (sex, age, religion and ethnicity) on authoritative execution (piece of the overall industry, deals development, consumer loyalty and the discharge pattern of another item.). The outcomes by and large affirmed the connection and the normal effect between the compelling association execution and diversity in the examined association.

Discoveries of Ukachukwu Aand Iherioma (2013) indicated that social diversity significantly influences the capacity of employees to fabricate or work in groups. This therefore influences their efficiency. Since struggle emerging from social contrasts sits around idly and decreases employee confidence, this investigation prescribes that associations ought to endeavor to make authoritative culture that not just joins and upgrades the social diversity of its workforce synthesis, yet additionally empowers employees to manufacture connections and recognize each other paying little heed to their disparities of root and foundation.

Mudanya (2014) tried to build up the impact of diversity management on execution of Technical University of Mombasa. From the discoveries, it rose that a various workforce helps in acquiring differing thoughts and perspectives, in this way driving one to acknowledge others' way of life in the workplace. Individuals of various foundations like to work in an association where there are others from different foundations and that, bunches containing individuals with generally fluctuating foundations are bound to see factors and issues distinctively and think about a more prominent scope of choice other options. The finish of the investigation was that, there is a positive connection between diversity management practices and execution of Technical University of Mombasa.

Sarac (2017) looked to decide the impact of workforce diversity management techniques on hierarchical execution of business banks in Kenya. The examination additionally looked to decide the impact of the workforce diversity management techniques on the exhibition of business banks in Kenya. The examination recognized the accompanying as the workforce diversity management procedures applied by the business banks; recruiting process, employee

preparing, sex uniformities, training foundation, ethnic decent variety. From the discoveries, workforce diversity has a positive huge impact on hierarchical execution of business banks in Kenya. The investigation likewise infers that degree of instruction, preparing and aptitudes and ability impact employee execution emphatically.

An investigation by Wafula and Were (2018) looked to build up the impact of workforce diversity on employee execution in Jumuia Resorts in Kenya. The examination discoveries showed that sexual orientation diversity and ethnic diversity had a beneficial outcome on employee execution, while age diversity and training diversity had a negative impact on employee execution of Jumuia Resorts. The discoveries show that Gender Diversity and Age Diversity had a noteworthy positive and negative impact individually on the Employee Performance appraisals; while Ethnic Diversity and Education Diversity had an inconsequential positive and negative impact separately on the Employee Performance rating, at 95% degree of certainty.

Reviewed studies show that organizations are faced with a workforce that is highly divergent on age, gender, educational background, ethnicity and culture. Organizations have therefore formulated policies. Studies show mixed results on the effect of these policies and strategies on employee performance. This study therefore seeks to assess the influence of diversity management on employee performance in county government of Isiolo.

4. 2.3.4 Management of Transition and Employee Performance

Transition management is the transition from an outsourcing environment into in-house staff to migratory knowledge, systems and operational capabilities (Loorbarch 2010). The transition management process includes changing through planning, coordinating and executing change efficiently to achieve the desired future state, without impacting the business continuity through change. A strategy for transitional management is an integral part of a framework for handling change and presumes it is well handled. Data reveals that the outsourcing goals of companies with 'excellent' changes and transition management in place is six times higher than those with 'bad' change and transition management. They are also five times more likely to achieve "healthy" change and transformation management (Gössling et al., 2012).

Al-Jaradat et al. (2013) study meant to recognize the effect of change management on employees' execution, through a contextual investigation of college libraries in Jordan, three regions of progress have been tended to, the change in hierarchical structure, innovation change and change in people. Change in the hierarchical structure was seen as not adaptable, and accordingly this authoritative structure isn't proper for the business necessities inside the University Library, prompting covering forces and duties. There was a positive connection between the territories of progress (authoritative structure, innovation, people) and the exhibition of laborers.

Miller and Buxten (2012) inspected the impacts of a self-managed progress process on the exhibition of mid-level chiefs, explicitly organization commandants serving in the US Army. It was discovered that utilization of the progress procedure improved the presentation of organization officers who had an outside locus of control as well as didn't come straightforwardly from a vocation proximal to order.

Ogohi (2019) contemplated the impacts of change management on the exhibition of firms in Nigeria. The paper tried to decide the impacts of association empowering influence on development and survey the idea of the connection between the board change and hierarchical viability. The investigation infers that change is inescapable and administrators everywhere throughout the world are adjusting to changing economic situations and simultaneously confronting the requirement for making a proactive instead of a receptive administrative framework. Olajide (2014) inspected exactly change management and its impacts on hierarchical execution of Nigerian telecoms ventures. The outcome uncovered that adjustments in innovation significantly affect execution and that adjustments in client taste significantly affects client's support. The outcome additionally shows that an adjustment in the executives by means of administration significantly affects employee's presentation.

The focal point of Nyaungwa et al. (2015) explore was to build up the variables that impact the viability of change management and to decide the effect of change management on the exhibition of an association. This investigation upheld past research as for linkages with adequacy of change management. Kadobera (2019) study tried to discover the impacts of association change management forms on employee execution in World Vision Uganda on the grounds that in 2012, because of diminished financing from contributors World Vision Uganda realigned its techniques and activities to address the difficulties the association looked in its working setting. The investigation discoveries uncovered that association change forms, relational connections, and responsibility for change forms have a noteworthy relationship with staff execution in World Vision Uganda during times when the association is confronted with changes.

An examination by Muthoka et al. (2017) study looked to give a chance to test impact of the board change driver on execution of the Tourism state possessed enterprises in Kenya. The discoveries of the examination demonstrated that change management driver influences execution of most the travel industry state enterprises in Kenya. The examination further discovered that positive association culture, change execution and consistency in change vision influenced execution of the Tourism state enterprises in Kenya, as it were, separately. Having consistency in change vision, accord in dynamic and rehearsing positive association culture were emphatically and fundamentally identified with execution of the Tourism state partnerships in Kenya. The discoveries of the examination further demonstrated that change management driver was emphatically corresponded to association execution and it clarifies 17% of the adjustments in execution of the associations.

Wachira and Anyieni (2015) study planned for setting up the impact of change management rehearses on the exhibition of Teachers administration commission of Kenya. The scientist reasoned that correspondence significantly affects the TSC execution. The discoveries set up positive connection among correspondence and the presentation of TSC in Kenya. Muia (2015) looked to decide change management challenges influencing the exhibition of employees

concerning Kenya Airports Authority. In light of the examination discoveries the investigation presumed that preparation and absence of motivating forces were a central point that influenced change management at the Kenya Airports Authority. So also, data innovation changes and style of administration and the hierarchical culture all in all had all the earmarks of being politically controlled making it hard to impact authoritative change.

Wanza and Nkurau (2016) study researched the impacts change management on the exhibition of employees according to innovative changes, hierarchical administration, structure and culture. The investigation found that basic changes and hierarchical administration affected college employees' exhibition decidedly. The investigation further uncovered that innovative changes greatly affect employees' exhibition because of the fast mechanical changes that the world is quickly modifying that facilitates employee's outstanding burden and to expand productivity and adequacy at work place. A solid authoritative culture makes collaboration and force that energizes cooperation and upgrades employee execution. The investigation reasoned that auxiliary changes, initiative, innovation and hierarchical culture impact the presentation of employees decidedly.

The foregoing studies have shown that change occurs in every organization. Effective transition management is therefore essential to streamline the change process thereby reducing the negative impact on employees. Majority of the studies shows that well implement transition management has positive results for the organization. However, the bulk of these studies have been carried out in private firms. In addition, these studies relate transition management and organizational performance and few link it with employee performance. The researcher did not come across any such study conducted in a county government. The study therefore seeks to find out the influence of management of transition on employee performance in county government of Isiolo.

4. 2.4 Conceptual Framework

A conceptual framework represents the researcher's synthesis of literature on how to explain a phenomenon (McGaghie, Bordage & Shea, 2001). It is utilized to delineate what a researcher ought to hope to discover through the exploration, including how the factors chose by the specialist may identify with one another. The conceptual framework in Figure 2.1 shows the variables in the study and how they relate in the current study.

Independent variables **Intervening variables** **Dependent Variable**

Figure 2.1 Conceptual Framework

The purpose of this study was to establish the influence of quality of work life on employee performance. Figure 2.1 shows the independent and dependent variables in the study. An independent variable is a functional relationship variable whose value determines the other variables value or values (Pourhoseingholi, Baghestani & Vahedi, 2012). This study had four

independent variables which include job autonomy, work life balance, diversity management and management of transition. Employment autonomy is to the extent that an employee has the flexibility and freedom to plan and decide its job. The balance of work life is the appropriate level of engagement in the different positions in a worker's life. Diversity management requires planning and implementation of human resource organizational structures and procedures to optimize the potential advantages of diversity while mitigating its potential disadvantages. On the other hand, transition management comprises systematic organizational planning, implementation and monitoring changes. When well executed the four aspects are hypothesized to provide enhanced employee performance.

Employee performance is the dependent variable in this study. A dependent variable is a functional relation variable whose value is determined by the values taken on by other associated variables (Aschengrau & Seage, 2014). In this study employee performance was taken to mean the ability of an employee to accomplish his or her mission based on the expectations of an organization. For each variable, 3 or more indicators are presented. These indicators rendered each variable measureable for analysis purposes. The framework also shows some intervening variables. Msuya (2014) explains that an intervening variable is a hypothesis that seeks to explain the connections between variables and especially the relationships between independent and dependent variables. In this study the intervening variables included labour laws, organization's policies and politics.

5. 2.5 Summary and Research gap

Literature review presented theories and empirical review related to establish quality of work life factors influencing employee performance. The review focused on job autonomy, work life balance, diversity management and management of transition. The reviewed studies in this section demonstrate that the selected quality of work life factors is significantly related to employee performance. However, research gaps exist which justify the need for the current study. First, majority of these studies are conducted in private firms and empirical evidence from public sector especially counties is scarce. In addition, these studies relate the said factors to organizational performance and few link it with employee performance. Second, results of many studies cannot be generalized to Isiolo County Government since various concepts such as job autonomy and work life-balance are measured differently in various studies depending on the organization of interest. There is therefore a need to establish quality of work life factors influencing employee performance in county government of Isiolo.

CHAPTER THREE

RESEARCH METHODOLOGY

1. 3.1 Introduction

This chapter presents the methodology used in conducting the study. Included in this chapter are the research design, population, data collection and analysis as well as ethical considerations.

2. 3.2 Research Design

This study adopted a descriptive research design involving a mixed method approach to establish the influence of quality of work life on employee performance in the devolved system of governance through a case study of f Isiolo County, Kenya. This design was appropriate for this study as it offered the opportunity to study the quality of work life factors and employee performance in a completely natural and unchanged environment. This design was also less time-consuming compared to quantitative experiments.

3. 3.3 Population

Employees in county government of Isiolo form the target population for this study. There are 1,380 employees in the county government as shown in Table 3.1 (County government of Isiolo, 2020).

Table 3.1 Target Population

Department	Total number of Employees
Tourism, Trade, Cooperative & Enterprise Development	225
Finance, Economic Planning, Special Programs & ICT	254
Agriculture, Livestock, Fisheries & Health Services	225
Water Sanitation, Energy, Environment, Natural Resources & Climate Change	236
Lands, Roads, Public Works, Urban Development & Physical Planning	235
Education, Youth and Sports and Social services	205
Total	1380

Source: County government of Isiolo (2020).

4. 3.4 Sampling

This section describes methods of sampling in the study.

1. 3.4.1 Sample Size Determination

Stratified sampling was used for this study. In study, the population of employees was divided according to their departments. Mugenda and Mugenda (2012) recommend a sampling of 10%-30% in stratified sampling. The current study used a stratified sampling of 10% to arrive at a sample of 140 respondents as shown in Table 3.2. In addition to the 140 employees, 6 heads of departments were included in the study.

Table 3.2 Sampling Matrix

Department	Total number of Employees	Sample
Tourism, Trade, Cooperative & Enterprise Development	225	23
Finance, Economic Planning, Special Programs & ICT	254	25
Agriculture, Livestock, Fisheries & Health Services	225	23
Water Sanitation, Energy, Environment, Natural Resources & Climate Change	236	24
Lands, Roads, Public Works, Urban Development & Physical Planning	235	24
Education, Youth and Sports and Social services	205	21
Total	1380	140

Source: County government of Isiolo (2020).

2. 3.4.2 Sampling Technique

Simple random sampling was used to recruit respondents. This was achieved by dividing the sample to the various sub-departments. For example, in the water sanitation, energy, environment, natural resources and climate change where there is a sample of 24 respondents as shown in Table 3.2, the researcher randomly selected 4 employees from each of the 6 sub departments to make 24. This was achieved by using a table of random numbers. This ensured that every sub department and department in the county government of Isiolo was represented in the study.

5. 3.5 Research Instrument

A structured self-administered questionnaire and interviews were used for the study. The questionnaire was used to collect data from the employees. The questionnaire contained several parts which included. Demographic data, job autonomy, work life balance, diversity management, management of transition and employee performance. Questions in the questionnaire were closed ended. Questions regarding the five study variables took the form of 5-point Likert scale. The interview schedule was used to collect data from heads of departments. The interview schedule allowed the researcher to probe on the subject matter and to allow the interviewer to adapt to the interaction that unfolds.

1. 3.5.1 Validity of Instrument

The current study used content validity. For this study, validity was established through piloting the research instrument. Valuable feedback on how to improve the instrument was done accordingly. Questions in the questionnaire were rephrased to make them more clearly to the respondents and repeated questions were removed altogether.

2. 3.5.2 Reliability of Instrument

Pilot data was used to test reliability of the study. A pilot study was conducted in Meru County. A total of 14 respondents which is 10% of the main sample were involved in the pilot as recommended by Orodho (2005). Data collected was analyzed to check for internal consistency using SPSS. Internal consistency reliability estimates how much total test scores would vary if slightly different items were used. A high degree of internal consistency indicates that objects are structured to test identical build outcomes (English & Keeley, 2015). Cronbach alpha was used to gauge internal consistency. A coefficient of 0.8 will be taken as a measure of high internal consistency and therefore reliability. A coefficient of 0.83 was achieved in this study rendering the instrument fit for data collection.

6. 3.6 Data Collection Procedure

Data collection was conducted using the drop off pick up method. This method was used for delivering and collecting of data from respondents. The researcher personally administered the questionnaire to each employee who had consented to participate in the study. The employees were given 7 days to fill the questionnaire. A marked bin was placed at the reception where participating employees drop off their questionnaires. This was done to ensure anonymity and confidentiality of information provided by employees. As the employees were filling questionnaires, the researcher conducted interviews with the HODs.

7. 3.7 Data Analysis Procedure

Data collected in the study was mainly quantitative. Descriptive statistics were therefore employed to analyze data. This comprised frequencies and percentages. Measures of central tendency such as mean and standard deviation were also used especially for Likert scale data. Content analysis was used to analyze qualitative data. This involves an unobtrusive analysis of large volumes of textual content, to establish trends and patterns of terms used, their frequency, reference, and communication structures and discourses. Chi-square tests were conducted to establish influence of quality of work life on employee performance in the devolved system of governance. Chi-square testes were preferred because of its robustness with respect to distribution of the data, its ease of computation and the detailed information that can be derived from the test (McHugh, 2013). The analysis was conducted at 95% confidence interval whereby p values less than 0.05 were taken to indicate significant relationships. Analysis was conducted with the help of Statistical Package for Social Sciences (SPSS) version 24. The results of analysis were presented in form of tables.

8. 3.8 Ethical Consideration

Approval of the study was obtained from relevant bodies such as St Paul's University, National Commission for Science, Technology and Innovation (NACOSTI). Permission to collect data was obtained from county government of Isiolo. Participation in the study was on a voluntary basis and willing persons were required to provide informed consent. The questionnaire did not bear any markers and respondents will not indicate their names to ensure anonymity. Study findings are strictly for academic purposes.

9. 3.9 Summary

This chapter presented the research design and methodology to be used in the study. Descriptive design was identified as the research design to be used. A sample of 140 Employees in county government was the respondents in the study. A structured self-administered questionnaire and interviews. Descriptive statistics and chi-square analysis were employed to analyze data with the help of SPSS.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

1. 4.1 Introduction

This chapter presents the results of the study. Presentation of results is accompanied by discussion. It includes the response rate, socio-demographic characteristics of respondents and results from the five study variables.

2. 4.2 Response Rate Results

A total of 128 questionnaires were returned fully filled and fit for analysis. This represents a response rate of 91.4% as shown in Table 4.1. This response rate is deemed adequate for generalization of findings as its well above the 70% threshold recommended for descriptive studies by Mugenda and Mugenda (2010).

Table 4.1 Response Rate

Department	Questionnaires Distributed	Questionnaires Returned	Response Rate (%)
Tourism, Trade, Cooperative & Enterprise Development	23	22	95.7
Finance, Economic Planning, Special Programs & ICT	25	21	84.0
Agriculture, Livestock, Fisheries & Health Services	23	23	100.0
Water Sanitation, Energy, Environment, Natural Resources & Climate Change	24	22	91.7
Lands, Roads, Public Works, Urban Development & Physical Planning	24	21	87.5
Education, Youth and Sports and Social services	21	19	90.5
Total	**140**	128	91.4

Source: Field Data (2020)

3. 4.3 Socio-Demographic Characteristics of Respondents

Socio-demographic characteristics assessed in the study included gender, age, education, profession and working experience of respondents. Results are presented in Table 4.2. Results show that 55.5% (n=71) of the respondents were male whereas 44.5% (n=57) were female. This indicates that there is a fair gender balance among employees in county government of Isiolo as

the number of male and female employees is close. The results indicate that 39.1% (n=50) of the respondents in the study were aged between 31 and 40 years while 24.2% (n=31) were aged between 21 and 30 years. The mean age was 33 years. These results signify that the majority of employees in county government of Isiolo are young because slightly above half (63.3%) were aged below 40 years.

Results in Table 4.2 show that majority 69.5% (n=89) of the respondents had acquired a diploma. The results also show that 23.4% (n=30) had acquired a bachelor's degree while 7% (n=9) ha d a post graduate degree. This result is an indication that employees in county government of Isiolo were highly educated as all the respondents in the study had acquired higher education. This was important for the study because it means that all the respondents had acquired adequate educated to enable them understand questions in the questionnaire and respond appropriately. Results also show that slightly above half 53.1% (n=68) of the respondents' profession was in business management while 23.4% (n=30) profession were in agriculture.

On working experience, results in Table 4.2 show that majority 62.5% (n=80) had accumulated working experience of over 5 years. This was important for this study because it means that majority of the respondents in the study had acquired enough working experience to enable them respond resourcefully to questions raised to the in the questionnaire and interview regarding quality of work life on employee performance in the devolved system of governance

Table 4.2 Socio-Demographic Characteristics of Respondents

Characteristic	Category	Frequency (n=128)	Percent (%)
Gender	Male	71	55.5
	Female	57	44.5
Age (Years)	21-30	31	24.2
	31-40	50	39.1
	41-50	28	21.9
	>51	19	14.8
Education	Diploma	89	69.5
	Bachelor's degree	30	23.4
	Postgraduate degree	9	7.0
Profession	Business	68	53.1
	Agriculture	30	23.4
	Health	9	7.0
	Teaching	15	11.7
	Others	6	4.7
Working Experience	<4	48	37.5
	>5	80	62.5

Source: Field Data (2020)

4. 4.4 Job Autonomy

The study sought to establish the level of job autonomy from the perspective of employees in county government of Isiolo. These results would enable the study achieve the first objective which aims to examine the influence of job autonomy on employee performance in county government of Isiolo. Results in Table 4.3 show that majority (80.5%) agreed that employees are allowed to decide how to go about getting their job done. Majority (78.1%) agreed that employees are able to choose the procedures to do their job. Majority (76.6%) of the respondents agreed that employees are free to choose the methods to use in carrying out their work. Results also show that majority (63.3%) agreed that employees have control over the scheduling of their work.

Results in Table 4.3 also show that 66.4% agree that employees have some control over the sequencing of their work activities. Majority (67.2%) agree that employees can decide when to do particular work activities. results show that 76.6% agreed that job allows employees to modify the normal way they are evaluated so that they can emphasize some aspects of my job and play down others. In addition, 64.8% agreed that employees are able to modify what their job objectives are while 66.4% agreed that employees have some control over what they are supposed to accomplish.

The study assessed the enforcement of job autonomy in the work place by asking the question; How does the county government ensure job autonomy of employees? Some of the responses provided were:

"Employees' opinions on work are sought and feedback is acted upon"

"Employees are invited to share their thoughts and feelings surrounding various work activities"

"Employees are asked what they think department goals should be"

"We discuss deadlines with employees on their deadlines"

"Autonomous self-regulation is supported where necessary"

Results in Table 4.3 show that on average, majority (71.1%) of the respondents were in agreement with items in the table. An average mean of 2.10 which indicates a high level of agreement to the items in the table and a convergence of views as indicated by a standard deviation of 1.281. These results therefore show that there was high job autonomy among employees in county government of Isiolo. This was supported by findings from the interviews where respondents indicated that employees are free to choose the methods to use in carrying out their work and that employees can decide when to do particular work activities. This is in line with Muecke and Iseke (2019) findings that overall job autonomy resulted in higher work performance, primarily through increased motivation for working but also through reduction of mental stress. The autonomy of workers also has important consequences for employee satisfaction and work success in Saragih (2015). The autonomy of jobs, positive psychological capital and intrinsic motivation for work were specifically linked to job performance by

Similarly, Suteerawut et al. (2016). Self-government substantially affected employee efficiency in Wambui (2018), Muathe and Kilika (2018) studies (2018). Brink et al. (2016) found that job autonomy and counter-productive actions had a strong, positive and deleterious effect.

Table 4.3 Job Autonomy among Respondents

	Agree	Uncertain	Disagree	M	SD
Employees are allowed to decide how to go about getting their job done	80.5%	10.9%	8.6%	1.68	1.094
Employees are able to choose the procedures to do their job	78.1%	8.6%	13.3%	1.93	1.211
Employees are free to choose the methods to use in carrying out their work	76.6%	10.2%	13.2%	2.01	1.090
Employees have control over the scheduling of their work	63.3%	14.1%	22.6%	2.22	1.430
Employees are have some control over the sequencing of their work activities	66.4%	10.9%	22.7%	2.17	1.329
Employees can decide when to do particular work activities.	67.2%	17.2%	15.6%	2.14	1.266
The job allows employees to modify the normal way they are evaluated so that they can emphasize some aspects of my job and play down others.	76.6%	10.2%	13.2%	2.08	1.120
Employees are able to modify what their job objectives are	64.8%	13.3%	21.9%	2.27	1.450
Employees have some control over what they are supposed to accomplish	66.4%	7%	26.6%	2.39	1.543
Average	**71.1%**	**11.4%**	**17.5%**	**2.10**	**1.281**

Source: Field Data (2020)

5. 4.5 Work Life Balance

Work life balance among employees in county government of Isiolo. The purpose of this was to enable the study establish the influence of work life balance on employee performance in county government of Isiolo. Results in Table 4.4 shows that majority (72%) pf the respondents disagreed that county government has flexible work schedules. Majority (82.3%) disagreed that county government has a job sharing arrangement for employees. Similarly, 66.1% disagreed that the county government has an employee assistance program.

Results show that majority (78.1%) agreed that the employees in the county government are encouraged to take breaks. Similarly, the vast majority (91.4%) county government observes the leave policy in the employment agreement. However, 43% disagreed that employees have a fair balance between their work and their families. Respondents in the interview indicated that the county government gives employees annual leave. In addition, majority of employees do not work on weekends and use this time to relax.

In the interview, the study asked the question; How does the county government ensure work life balance of employees? Majority (67%) of the respondents in the interview indicated that work life balance was the most affecting factor on performance of employees. Some of the responses provided were:

"Majority of employees are free on weekends (Saturday and Sunday)"

"Employees are compensated for overtime work"

"Employees are encouraged to work remotely where possible"

"Employees are sensitized on work life balance"

"The county government has put in place health initiatives for employees e.g gym membership and team building"

The results indicate that on average 46.5% of the respondents in the study disagreed to the statements in Table 4.4 while 8.6% were uncertain. The average mean 2.93 indicate average disagreement on the items tested. The results therefore suggest a low work life balance among employees in county government of Isiolo. This is consistent with Wambui et al. (2017) findings that the equilibrium of working life is a key feature of work and family to boost employee performance. Aslam (2015) also found a major positive effect on employee success on the work life balance. Khatri and Behl (2013) developed that an approach to work-life balance is positively related to organizational success of employees and implemented by the collective efforts of employees. Mmakwe (2018) also showed a close correlation between the work life balance metric and the performance measures of employees. The results also agree with findings from Benito-Osorio et al. (2014) that better management practices and higher productivity are the organizations which create policies for working-life balance.

Table 4.4 Work Life Balance

	Agree	Uncertain	Disagree	M	SD
The county government has flexible work schedules	23.4%	4.6%	72.0%	3.55	1.291
The county government has a job sharing arrangement for employees	9.4%	8.3%	82.3%	3.98	1.057
The county government has an employee assistance program	26.6%	7.3%	66.1%	3.55	1.419
Employees in the county government are encouraged to take breaks	78.1%	11.5%	10.4%	1.88	1.255
The county government observes the leave policy in the employment agreement.	91.4%	3.2%	5.4%	1.48	0.803
Employees have a fair balance between their work and their families	40.6%	16.4%	43.0%	3.12	1.590
Average	**44.9%**	**8.6%**	**46.5%**	**2.93**	**1.24**

Source: Field Data (2020)

6. 4.6 Diversity Management

The study sought to establish diversity management among employees in county government of Isiolo. The results would enable the study assess the influence of diversity management on employee performance in county government of Isiolo. Results in Table 4.5 show that slightly above half (53.1%) of the respondents agreed that the county government treat all employees equally regardless of their background and attributes. Majority (81.3%) agreed that team leaders include all members of different ages in problem solving and decision making. Results show that slightly less than half (49.2%) agreed that fair treatment is given to all employees, whether they are male or female however, 30.5% of the respondents disagreed.

Majority (78.1%) of the respondents agreed that teams in the county government comprise of employees with varying education achievements. Similarly, 71.9% agreed that employees of different ethnicities are valued equally and fairly. However, majority (60.1%) disagreed that county government provides employees with equal opportunities for training and career development.

In the interview, the study asked the question; What diversity management approaches does the county government employ? Respondents in the interview indicated that the county government. seeks to employ persons of either gender and varying age, education and experience. Some of the responses were:

"Gender balance is observed during recruitment"

"Gender balance is also observed in teams"

"The county government ensures that at least 20% of the employees are from without the county"

"The county government employs persons with varying levels of education so that the less educated can learn from the more educated"

"All age groups are represented in committees and teams"

Results show that slightly above half (59.4%) (M=2.42, SD=1.282) of the respondents agreed to the statements in Table 4.5. This result signifies that there was diversity management to a moderate extent. The results suggest that there was good diversity management based on education, age and ethnicity but poor diversity management in regards to gender and training. Such results are close to those of Rizwan et al. (2016) that employee output has substantial impacts when specific workers are working. Sarac (2017) found that the diversity of workers has a positive effect on commercial banks' corporate success in Kenya. Ohunakin et al. (2019) showed a significant effect on employee satisfaction and the job performance of diversity management and inclusion. Significant connections between diversity management and happiness in the workplace were found in the study and between diversity management and individual performance. However, these results differ from those of Ndiangui (2013), who

showed no significant results, and Wafula and Were (2018), who found that the diversity of gender and ethnic diversity had a positive effect on employee performance.

Table 4.5 Diversity Management

	Agree	Uncertain	Disagree	M	SD
The county government treat all employees equally regardless of their background and attributes	53.1%	25.8%	21.1%	2.50	1.340
Team leaders include all members of different ages in problem solving and decision making	81.3%	6.3%	12.4%	1.81	1.107
Fair treatment is given to all employees, whether they are male or female.	49.2%	20.3%	30.5%	2.59	1.433
Teams in the county government comprise of employees with varying education achievements	78.1%	9.4%	12.5%	1.83	1.151
Employees of different ethnicities are valued equally and fairly	71.9%	5.5%	22.6%	2.25	1.352
The county government provides employees with equal opportunities for training and career development	22.7%	17.2%	60.1%	3.52	1.310
Average	**59.4%**	**14.1%**	**26.5%**	**2.42**	**1.282**

Source: Field Data (2020)

7. 4.7 Management of Transition

Management of transition in county government of Isiolo was also studied. The results would enable the researcher analyze the influence of management of transition on employee performance in county government of Isiolo. Results in Table 4.6 show that majority (61.7%) disagreed that employees are informed of major changes in the county government. Similarly, 67.1% disagreed that employees are involved in the decision making of changes in the county government. Slightly above half (55.5%) of the respondents agreed that new organizational structure of the county government is effective.

Slightly above half (54.7%) of the respondents agreed that employees are up to date with technological changes and requirements in the county government. Similarly, 51.6% agreed that the new county government leadership motivates employees to perform better. However, 58.5% disagreed that the county government has created a culture that enables better employee performance. The interview posed the question: In what ways does the county government manage transition among employees? Respondents in the interview indicated that employees are trained and informed on transition requirements and what is expected of them. Some of the responses were:

"The county government implements the requirements and recommendations of the Transition Authority"

"Employees are informed on any decision affecting the transition process"

"Employees opinions are considered in the transition process"

Results show that slightly above half (50.6%) (M=3.09, SD=1.462) disagreed with the statements in Table 4.6. This means that there was poor management of transition in county government of Isiolo. This result correlates with the results of Al-Jaradat et al. (2013), who found that the transformative phase increased the performance of company leaders with an external management and/or control center, which was found to be a positive partnership between the areas of change (organizational structure, technology, individuals) and the performance of staff. Olajide (2014) also showed the significant impact on the output of the employee of a change in management through leadership. Wanza and Nkurau (2016) found a positive impact on university employees ' performance on institutional improvements and organizational leadership. The study also found that technological advances have a huge effect on the output of workers because of the rapid shift in technology in the world to rapidly adapt, to easing working conditions and to improve work productivity and quality.

Table 4.6 Management of Transition

	Agree	Uncertain	Disagree	M	SD
Employees are informed of major changes in the county government	32.8%	5.5%	61.7%	3.36	1.407
Employees are involved in the decision making of changes in the county government	22.7%	10.2%	67.1%	3.65	1.326
The new organizational structure of the county government is effective	55.5%	9.4%	35.1%	2.46	1.500
Employees are up to date with technological changes and requirements in the county government	54.7%	6.3%	39.0%	2.66	1.604
The new county government leadership motivates employees to perform better	51.6%	9.4%	39.0%	2.99	1.534
The county government has created a culture that enables better employee performance	31.3%	10.2%	58.5%	3.44	1.402
Average	**41.4%**	**8.5%**	**50.1%**	**3.09**	**1.462**

Source: Field Data (2020)

8. 4.8 Employee Performance

The study sought to establish the performance of employees in county government of Isiolo. This was important in order to establish the influence of quality of work life on employee performance in the devolved system of governance. Results in Table 4.7 show that majority (82%) of the respondents agreed that employees provide a high quality of service to the public. Majority (74.2%) of the respondents also agreed that they used the service charter to provide services to customers. However, slightly above half (50.7%) of the respondents disagreed that there are minimal customer complaints in the count.

Results show that majority (73.4%) of the respondents agreed that quality of work performance is always high. Slightly less than half (45.3%) agreed that supervisors regularly commended employees for an outstanding performance however, 39.9% disagreed. The vast majority (93.8%) agreed that employees always surpass work target. Majority (68%) (M=21.9, SD=1.264) of the respondents agreed with the statements in Table 4.7. This shows that there was a high employee performance in the county government of Isiolo.

Table 4.7 Employee Performance

	Agree	Uncertain	Disagree	M	SD
Employees provide a high quality of service to the public	82%	7%	11.0%	1.77	1.081
I normally use the service charter to provide services to customers	74.2%	9.4%	16.4%	1.91	1.298
There are minimal customer complaints in the county	39.1%	10.2%	50.7%	3.11	1.497
The quality of work performance is always high	73.4%	6.3%	20.3%	2.08	1.390
Supervisors regularly commended employees for an outstanding performance	45.3%	14.8%	39.9%	2.88	1.535
Employees always surpass work target	93.8%	2.3%	3.9%	1.36	0.781
Average	**68.0%**	**8.3%**	**23.7%**	**2.19**	**1.264**

Source: Field Data (2020)

9. 4.9 Influence of Quality of Work Life on Employee Performance

The purpose of the study was to establish the influence of quality of work life on employee performance in the devolved system of governance, chi-square was conducted. The chi-square analysis aimed to identify which of the variables were significant. Results in Table 4.8 show that there was a significant relationship ($\chi 2 = 27.602$, df=16, p=0.035) between job autonomy and employee performance in county government of Isiolo. This finding is in agreement with findings of studies by Saragih (2015), Suteerawut *et al.* (2016), Wambui (2018), Muathe and Kilika (2018) and Muecke and Iseke (2019) who also found a significant relationship.

There was a significant relationship ($\chi 2 =16.732$, df=8, p=0.033) between work life balance and employee performance in county government of Isiolo. This result is consistent with findings of

Khatri and Behl (2013), Benito-Osorio *et al.* (2014), Ayyazi and Aslani (2015), Aslam (2015), Muchiti and Gachunga (2015), Gakii (2017), Hsu *et al.* (2019) and Bataineh (2019) whose studies revealed that work life balance has significant positive effect on employee performance.

There was also a significant relationship ($\chi 2$ =21.432, df=12, p=0.044) between diversity management and employee performance in county government of Isiolo. These results are similar to those of Saxena (2014), Gaunya (2015), Ordu (2016), Rizwan *et al.* (2016), Muthiora (2017), Sarac (2017) and Ohunakin *et al.* (2019). However, the finding is different from the findings of Ndiangui (2013) and Wafula and Were (2018).

However, there was no significant relationship ($\chi 2$ =20.141, df=12, p=0.064) between management of transition and employee performance in county government of Isiolo. This result differs with those of Miller and Buxten (2012), Al-Jaradat *et al.* (2013), Olajide (2014), Wanza and Nkurau (2016), Muthoka *et al.* (2017) and Kadobera (2019) who found significant relationships between diversity management and performance of employees.

Table 4.8 Chi-square Output

	Chi-square ($\chi 2$)	df	Significance (p)
Job autonomy	27.602	16	0.035***
Work life balance	16.732	8	0.033***
Diversity Management	21.432	12	0.044***
Management of transition	20.141	12	0.064

*** Significant at 95% CI

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10. 4.10 Summary

The foregoing chapter presented the findings of the study. The findings were presented in descriptive and inferential statistics. Relevant discussion was made on each finding. The purpose of the study was to establish the influence of quality of work life on employee performance in the devolved system of governance. The study found that that there was a high employee performance in the county government of Isiolo. The study also found that there was high job autonomy, poor work-life balance, fair diversity management and poor management of transition. Chi-square tests showed that job autonomy (p=0.035), work life balance (p=0.033) and diversity management (p=0.044) were significant.

The first objective sought to examine the influence of job autonomy on employee performance in county government of Isiolo. Majority (71.1%) of the respondents were in agreement with items in the table. The results showed that there was high job autonomy among employees in county government of Isiolo (M=2.10, SD=1.281). There was a significant relationship ($\chi 2$ = 27.602, df=16, p=0.035) between job autonomy and employee performance in county government of Isiolo.

The second objective of the study sought to establish the influence of work life balance on employee performance in county government of Isiolo. There was a low work life balance among employees in county government of Isiolo (M=2.93, SD=1.24). There was a significant relationship ($\chi 2$ =16.732, df=8, p=0.033) between work life balance and employee performance in county government of Isiolo.

The study sought to assess the influence of diversity management on employee performance in county government of Isiolo. There was diversity management to a moderate extent (M=2.42, SD=1.282). There was a significant relationship ($\chi 2$ =21.432, df=12, p=0.044) between diversity management and employee performance in county government of Isiolo.

The study also analyzed the influence of management of transition on employee performance in county government of Isiolo. There was poor management of transition in county government of Isiolo (M=3.09, SD=1.462). However, there was no significant relationship ($\chi 2$ =20.141, df=12, p=0.064) between management of transition and employee performance in county government of Isiolo

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

11. 5.1 Introduction

This chapter presents a summary of the results of the study. The researcher's conclusions and recommendations are also presented.

12. 5.2 Summary of Findings

1. 5.2.1 Influence of Job Autonomy on Employee Performance

The study sought to examine the influence of job autonomy on employee performance in county government of Isiolo. The results showed that there was high job autonomy among employees in county government of Isiolo (M=2.10, SD=1.281). Chi-square tests showed that there was a significant relationship ($\chi 2$ = 27.602, df=16, p=0.035) between job autonomy and employee performance in county government of Isiolo. This finding is in agreement with Herzberg's motivation-hygiene theory which sees job autonomy is a factor that motivates employees. This is in line with Muecke and Iseke (2019) findings that overall job autonomy resulted in higher work performance, primarily through increased motivation for working but also through reduction of mental stress. The autonomy of workers also has important consequences for employee satisfaction and work success in Saragih (2015). The autonomy of jobs, positive psychological capital and intrinsic motivation for work were specifically linked to job performance by Simailrly, Suteerawut et al. (2016). Self-government substantially affected employee efficiency in Wambui (2018), Muathe and Kilika (2018) studies (2018). Brink et al. (2016) found that job autonomy and counter-productive actions had a strong, positive and deleterious effect.

2. 5.2.2 Influence of Work Life Balance on Employee Performance

The study sought to establish the influence of work life balance on employee performance in county government of Isiolo. Results showed that there was high job autonomy among employees in county government of Isiolo (M=2.10, SD=1.281). Chi-square tests showed that there was a significant relationship ($\chi 2$ = 27.602, df=16, p=0.035) between job autonomy and employee performance in county government of Isiolo. This is consistent with the Self-Determination Theory which states that Human beings can be proactive and engaged or, alternatively, passive and alienated, largely as a function of the social conditions in which they develop and function. This is consistent with Wambui et al. (2017) findings that the equilibrium of working life is a key feature of work and family to boost employee performance. Aslam (2015) also found a major positive effect on employee success on the work life balance. Khatri and Behl (2013) developed that an approach to work-life balance is positively related to organizational success of employees and implemented by the collective efforts of employees. Mmakwe (2018) also showed a close correlation between the work life balance metric and the performance measures of employees. The results also agree with findings from Benito-Osorio et

al. (2014) that better management practices and higher productivity are the organizations which create policies for working-life balance.

3. 5.2.3 Influence of Diversity Management on Employee Performance

The study sought to assess the influence of diversity management on employee performance in county government of Isiolo. There was a low work life balance among employees in county government of Isiolo (M=2.93, SD=1.24). Chi-square tests showed that there was a significant relationship ($\chi 2$ =16.732, df=8, p=0.033) between work life balance and employee performance in county government of Isiolo. This is in agreement with postulation of Social identity theory which indicates that diversity management among employees can enhance productivity of both self and organization. Such results are close to those of Rizwan et al. (2016) that employee output has substantial impacts when specific workers are working. Sarac (2017) found that the diversity of workers has a positive effect on commercial banks' corporate success in Kenya. Ohunakin et al. (2019) showed a significant effect on employee satisfaction and the job performance of diversity management and inclusion. Significant connections between diversity management and happiness in the workplace were found in the study and between diversity management and individual performance. However, these results differ from those of Ndiangui (2013), who showed no significant results, and Wafula and Were (2018), who found that the diversity of gender and ethnic diversity had a positive effect on employee performance.

4. 5.2.4 Influence of Management of Transition on Employee Performance

The study also sought to analyze the influence of management of transition on employee performance in county government of Isiolo. There was poor management of transition in county government of Isiolo (M=3.09, SD=1.462). Chi-square tests showed that there was no significant relationship ($\chi 2$ =20.141, df=12, p=0.064) between management of transition and employee performance in county government of Isiolo. The findings of Al-Jaradat etal. (2013) showed that the relationship between the fields of change (organizational structure, technology, people) and workers' output was also not positive. The findings were not the same. It is not in agreement that the use of the transfer phase improved the efficiency of business commanders with external constraints and/or not coming directly from a job closer to the order. Miller and Buxten (2012) disagreed. Olajide (2014) also showed that improvements in leadership administration have a significant effect on the performance of employees. Wanza and Nkurau (2016) have found that organizational improvements and leadership have had a positive impact on the success of university employees. The study also revealed how technological innovations have a huge effect on the efficiency of the workforce, due to rapid technological innovations that have been quickly adapted throughout the world, which promote the workload of the workforce.

13. 5.3 Conclusion

The study concludes that job autonomy influence employee performance in county government of Isiolo. Specifically, increased job autonomy enhances employee performance. Results of the study showed that employees were allowed to decide how to go about getting their job done and were able to choose the procedures to do their job. Employees were also free to choose the

methods to use in carrying out their work. This encouraged employees and enabled better employee performance.

The study concludes that work life balance influences employee performance in county government of Isiolo. Specifically, the lack of employee work-life balance reduces employee performance. The results of the study showed that whereas the county government encouraged employees to take breaks and observed the leave policy in the employment agreement, there was no flexible work schedules, job sharing arrangement and employee assistance program which reduced performance.

The study concludes that diversity management influences employee performance in county government of Isiolo. Specifically, good diversity management enhances employee performance. The study found that there was good diversity management based on education, age and ethnicity but poor diversity management in regards to gender and training.

The study also concludes that management of transition has no influence on employee performance in county government of Isiolo. The study found that there was there was poor management of transition in county government of Isiolo in terms of involvement of employees in decision making and an unfavorable organizational culture. However, these shortcomings were not found to influence employee performance in any way.

14. 5.4 Recommendations

The human resource manager at county government of Isiolo can enhance job autonomy by increasing the control among employees on over what they are supposed to accomplish. This can be achieved by a more elaborate performance management system whereby realistic targets are set between the employees and the county government.

The county government of Isiolo should enhance the work life balance of employees in a bid to increase their performance. This can be done by flexible work schedules, job sharing arrangements and employee assistance programs to motivate employees.

The county government of Isiolo ought to better the organization's gender diversity management. This could be done by adopting a gender mainstreaming policy that takes into account both women's and men's interests and concerns at the workplace.

Lastly but not least the county government should improve their management of transition by having a greater employee involvement right from the decision making stage. This will enable more ownership of decisions ensuring a smoother transition.

15. 5.5 Suggestions for Further Study

The current study was limited to county government of Isiolo, another study should be conducted comprising several counties to deepen our understanding of the influence of quality of work life on employee performance in the devolved system of governance

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APPENDICES

Appendix I: Consent Form

My name is Lucy Mworia. I am a postgraduate student at Saint Paul's University pursuing a masters degree in development studies. I am doing a research, and I am going to give you information and invite you to be part of this research. There may be some words that you do not understand. Please ask me as we go through the information and questions. If you have questions later, you can ask them of me. The purpose of this study is to determine the influence of quality of work life on employee performance in the devolved system of governance through a case study of Isiolo County, Kenya

Your participation in this research is entirely voluntary. It is your choice to participate or not. You can change your mind later and stop participating even if you agreed earlier. The findings will be used to monitor and evaluate employee quality of work life hence improve service delivery. You are required to answer questions by ticking in the boxes and filling in the blank spaces provided. Confidentiality and anonymity is assured; no information will be handed with by other people.

I have read the above information and voluntarily consent or agree to participate.

Subjects signature……. Date……

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions have been answered correctly and to the best of my ability. I confirm that the individual has not been coursed into giving consent, and the consent has been given freely and voluntarily.

Researchers signature……. Date…….

Appendix II: Questionnaire for Employees

The purpose of this questionnaire is to collect data on life factors influencing employee performance in county government of Isiolo. The questionnaire is divided into 6 parts: demographics, job autonomy, work life balance, diversity management and management of transition and employee performance.

Tick along your preferred answer. The questionnaire will take approximately 10 minutes. **DO NOT** write your name anywhere in the questionnaire.

Demographic Data

1. Indicate your gender

- Male
- Female

2. Indicate your age group

- 21-30 years
- 31-40 years
- 41-50 years
- over 51 years

3. Indicate your highest level of education

- Secondary school
- College Certificate
- College Diploma
- Higher diploma
- Bachelor's degree
- Postgraduate degree

4. What is your profession?

……

5. How long have you been working in the county government?

- 4 years and below
- 5 years and above

Job Autonomy

For questions, 6- 14, indicate your agreement or lack thereof by ticking in the appropriate box.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
6	Employees are allowed to decide how to go about getting their job done					
7	Employees are able to choose the procedures to do their job					
8	Employees are free to choose the methods to use in carrying out their work					

9	Employees have control over the scheduling of their work					
10	Employees are have some control over the sequencing of their work activities					
11	Employees can decide when to do particular work activities.					
12	The job allows employees to modify the normal way they are evaluated so that they can emphasize some aspects of my job and play down others.					
13	Employees are able to modify what their job objectives are					
14	Employees have some control over what they are supposed to accomplish					

Work Life Balance

For questions, 15-20, indicate your agreement or lack thereof by ticking in the appropriate box.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
15	The county government has flexible work schedules					
16	The county government has a job sharing arrangement for employees					
17	The county government has an employee assistance program					
18	Employees in the county government are encouraged to take breaks					
19	The county government observes the leave policy in the employment agreement.					
20	Employees have a fair balance between their work and their families					

Diversity Management

For questions, 21-26, indicate your agreement or lack thereof by ticking in the appropriate box.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
21	The county government treat all employees equally regardless of their background and attributes					
22	Team leaders include all members of different ages in problem solving and decision making					
23	Fair treatment is given to all employees, whether they are male or female.					
24	Teams in the county government comprise of employees with varying education achievements					
25	Employees of different ethnicities are valued equally and fairly					
26	The county government provides employees with equal opportunities for training and career development					

Management of transition

For questions, 27-32, indicate your agreement or lack thereof by ticking in the appropriate box.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
27	Employees are informed of major changes in the county government					
28	Employees are involved in the decision making of changes in the county government					
29	The new organizational structure of the county government is effective					
30	Employees are up to date with technological changes and requirements in the county government					
31	The new county government leadership motivates employees to perform better					
32	The county government has created a culture that enables better employee performance					

Employee Performance

For questions, 33-39, indicate your agreement or lack thereof by ticking in the appropriate box.

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
33	Employees provide a high quality of service to the public					
34	I normally use the service charter to provide services to customers					
35	There are minimal customer complaints in the county					
36	The quality of work performance is always high					
37	Supervisors regularly commended employees for an outstanding performance					
38	Employees always surpass work target					

Appendix III: Interview Schedule

1. How does the county government ensure job autonomy of employees?

……

……

2. How does the county government ensure work-life balance of employees?

……

……

3. What diversity management approaches does the county government employ?

……

……

4. In what ways does the county government manage transition among employees?

……

……

5. Which between job autonomy, work life balance, diversity management and management of transition affects employee performance the most? Explain.

……

……

Appendix IV: Letters of Authorization

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 212239

Date of Issue: 28/March/2020

RESEARCH LICENSE



This is to Certify that Ms.. LUCY NYOROKA MWORIA of St. Paul's University, has been licensed to conduct research in Isiolo on the topic: INFLUENCE OF QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE IN DEVOLVED SYSTEM OF GOVERNANCE: A CASE OF ISIOLO COUNTY, KENYA for the period ending : 28/March/2021..

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