



Employee Engagement and Non-financial Performance of National Treasury, Nairobi City County, Kenya

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ABSTRACT

Performance of the National Treasury is of critical importance since it affects service delivery of other public entities. Low performance levels posted by the National Treasury has drawn a lot of attention from the citizens and corporate stakeholders especially with the ever-increasing public debt, challenge in policy formulation and the challenge of adapting to information technology dynamics. Through Employee engagement, both public and private organisations attempt to improve organisational non-financial performance. Employee engagement includes practices such as job design, communication, leadership, and rewards. Although many organizations have made efforts to enhance organizational performance, the measures of organizational performance they have adopted have not been appropriate especially for public and non-profit making organizations, for instance, relying on financial performance measures. The general objective of this study therefore was to establish the effects of employee engagement and non-financial performance of National Treasury in Nairobi, Kenya. The findings of this study would be of great benefit to the National Treasury, Kenya and to all organization in the public. The study was guided by the following specific objectives; to assess the effects of job design, leadership, communication, and rewards on organizational performance in the public sector in Kenya. This study was anchored on the Work Adjustment Theory, Stakeholder Theory, Social Exchange Theory and Vroom's Expectancy Theory. This study adopted a descriptive research design. The target population was made up of 876 staff of the national treasury and using stratified sampling technique, a sample of 269 was included in the study. Primary data was collected using a questionnaire. Analysis of data was done using descriptive analysis and inferential analysis. A positive and significant effect was established between job design, leadership, communication, and rewards on performance. The study concludes that the job design specifies the contents and procedures of performing the task in the organization. Hence, it helps in designing organizational structure. Leadership is vital for both in building the strength and power of the organization and in helping to manage relationships and resources. When managers and senior staff are good communicators themselves, they can expect to bring out everyone's best skills and increase performance and through reward systems the employee will feel more motivated to work harder by having a reward system in place the employee will feel more committed to their work and their productivity will increase. The study recommends that through reward systems the employee will feel more motivated to work harder by having a reward system in place the employee will feel more committed to their work and their productivity will increase. The organization should the organization should establish its leadership standards and define the areas where managers need to excel in terms of directing the work of others. The organizational management should create a job description that eliminates ambiguity by clarifying the responsibilities and expectations for each member of your organization. The management of the organization magnify employee recognition by publicizing employee accomplishments across multiple forums such as company newsletters, dashboards and in team meetings.

Key Words: Employee Engagement, Leadership, Communication, Rewards

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1.0 Introduction

Performance of the treasury is critical importance since it affects service delivery of other public entities. Low performance levels posted by the National Treasury has been evidenced by ever increasing public debt, challenge in policy formulation and the challenge of adapting to information technology dynamics. Low performance by the treasury is also highlighted by the inability to formulate the necessary sound policies to guide on national expenditure such as the public pension policy and administration. Dissatisfactory level of performance has made it difficult for other public organisations to discharge their mandate, for instance, there has been a challenge in making disbursements to the county governments in time, such inefficiencies and ineffectiveness was attributed lack of appropriate employee engagement that is, improper job designs, poor communication strategies, ineffective methods of rallying employee support and lack of incentives (National Survey, 2009). Human resources are considered the most important assets of an organization whether in private or public sector (Sultan *et al*, 2019). Nevertheless, for these resources to help an organization achieve its performance levels, employee engagement has been identified as one the key employee management practices that should be enhanced in an organization (Sugianingrat, 2019). According to Muthike (2016), employee engagement is more psychological than physical predisposition of the employees to be willing to go the extra mile, believe in the organization and its mission and vision in an effort to help the organization succeed.

Organizations in the public sector strive to improve performance in order to be in a position to effectively deliver on their mandate. Employee engagement is one of the strategies employed in public sector in an attempt to improve organizational performance (Pradhan, Dash & Jena, 2019). Pradhan *et al.*, (2019) assert that employee engagement through simple acts such as communication increases job satisfaction among the employees making them more committed and thus working hard towards realizing the organizational goals. According to Lappalainen, Saunila, Ukko, Rantala and Rantanen (2019) employee engagement creates a positive working environment and enables the management to able to guide employee behaviour in order for the organization to register improved performance. Globally, employee engagement has continued to get attention from managers as a way of managing organizational performance through employee attributes. In the United States of America (USA), Harris (2018) states that organizations showed improved performance as a result of employee engagement. According to Harris (2018), this was attributed to increased efficiency, morale, and retention of employees in the organizations. Organization in the public sector in the USA have utilized employee engagement in an effort to better the overall organizational performance, the nature leadership in an organization determines whether employees feel engaged or not (Jin and McDonald, 2017).

According to Rashidin, Javed and Liu (2019), employee engagement impacts on employee job satisfaction and consequently lead to increased organizational performance in the public sector in China. Improved job satisfaction in Chinese public sector organization is attributed to the fact that jobs are well designed and there is improved communication between the employees and the management. Huang, Ma and Meng (2018) affirm that managers in China have reported improved performance organizational performance by seeking the best way to utilize the most important resource in the organization through employee engagement. Regionally, African



organization in the public sector have been undergoing through transformations and adopting structures which place responsibility on top management to deliver on the organizational objectives. Among other strategies, the management of public organizations is using employee engagement in an attempt to improve organizational performance. According to Ohemeng *et al* (2019), there is a strong link between employee engagement and organizational performance in the public sector in Ghana. Wushe and Shenje (2019) affirm this claim by stating that employee engagement in a big way influences employee's conception of their employee relationships and understanding of their roles in realizing organizational goals in Ghanaian organizations in the public sector.

According to Lubega (2019), engaged employees have a positive attitude and at work among employees in Uganda's public sector, employee engagement improves the relationship between the management and the employees creating a positive work environment essential for improved organizational performance. Sendawula and Kimuli (2019) state that employee engagement is among the key factor that contributes to increased employee performance which results increased overall organizational performance. In Kenya, several state corporations have deliberately undertaken employee engagement (Muathe & Maina 2017). These organizations seek to reap the benefits of engaged employees. Employers utilize employee engagement by getting to know the needs of the employees through effective communication and boosts employee moral which is vital in realizing organizational objectives. Kariuki (2016) explores employee engagement in the ministry of devolution and planning and highlights improved communication, effective job designs and motivation as contributions of employee engagement on organizational productivity.

1.1 Statement of the Problem

Performance of the treasury has drawn a lot of attention from the citizens and corporate stakeholders especially with the ever increasing public debt, challenge in government's ability to extend satisfactory remuneration to public officers and the ability to make disbursements to the county governments. According to the National treasury Customer Satisfaction Survey (2009), there is low performance in the following areas; clearing, forwarding and facilitating warehousing of public sector consignments (47.1%), policy formulation and regulation of retirement benefits (52.5%) and formulation of public pension policy and administration (53.4%). The survey identify insufficient uptake of modern communication technology and a challenge is adapting to information technology dynamics. According to Tyce and Matthew (2020) the National Treasury has been ineffective in formulating policies that would shield it from all types of influence from other public entities. Ngugi (2020) identifies a challenge of adapting to new technological changes in the National treasury by the staff. This is attributed factors such as inadequate training and communication to the employees. Other public sector organisations have reported low performances which to large extend are attributed to the low level of employee engagement. Chumba (2020) links low performance among public hospital nurses to low employee engagement. Kamau, Muathe, and Wainaina (2020) identify a problem of low performance and turnover in public learning institutions and associates it with the level of employee engagement.

Researchers have carried out studies on ways of improving organizational performance and have given several recommendations. Employee engagement has been highlighted as one on the ways that organizations can use to boost organizational performance (Pillay & Singh, 2018). Nevertheless, despite adoption of employee engagement, some organizations still report low performance (Busse and Weidner, 2020). Busse & Weidner (2020) further posit that the correlation between employee engagement organizational performance outcomes is far from perfect. According to Cheche (2018), although many organizations have made effort to enhance



organizational performance, the measures of organizational performance they adopted have not been appropriate especially for public and non-profit-making organizations, for instance; relying on financial performance measures. The magnitude of this topic notwithstanding, studies on this area have mainly inclined towards profit making organizations with studies on non-profit organizations in Kenya being very limited and none in the National Treasury. This study therefore sought to fill this gap by exploring employee engagement and organizational performance in the public sector in Kenya with the case study of the National Treasury.

1.2 Objectives of the Study

The general objective of the study was to establish the effects of employee engagement and non-financial performance of National Treasury in Nairobi, Kenya.

Specific objectives were:

- i. To assess the effects of job design on non-financial performance of National Treasury in Nairobi, Kenya.
- ii. To examine the effects of leadership on non-financial performance of National Treasury in Nairobi, Kenya.
- iii. To find out the effects of communication on non-financial performance of National Treasury in Nairobi, Kenya.
- iv. To establish the effects of rewards on non-financial performance of National Treasury in Nairobi, Kenya.

2.0 Literature Review

2.1 Theoretical Review

According to Wallace (2017), theory refers to a generally accepted principle that explains phenomena. Theory and empirical analysis are interconnected such that theory guides the empirical observations will empirical observation improves theory. This study shall be guided by four theories; Work Adjustment Theory, Stakeholder Theory, Social Exchange Theory and Vroom's Expectancy Theory.

2.1.1 Work Adjustment Theory

The Work Adjustment Theory (WAT) originated from the studies conducted by Minnesota work adjustment in 1957 and developed by Dawis & Lofquist (1984). This theory holds that there is always an interaction between a person at the work place and the environment. The relationship continues as long as each of the interacting elements is able to meet the requirements of the other. When requirements are not well met, adjustments become necessary. This theory states that abilities of the employees and their psychological predisposition need to match the requirements of the work environment. Managers need to among other things ensure employees feel engaged in order to be committed and support the attainment of the organisational objectives. According to Na-Nan (2019), managers need to continuously assess the ability of the employee to satisfy work (Environment) requirements and make necessary adjustments for instance through job design. The work done by the employees is continuously reviewed and redesigned for instance to make it a little challenging and ensure that employees feel that they are significantly contributing to the performance of the organisation.

According to Rai and Maheshwari, (2020), continuous monitoring are redesigning work results to successful work engagement. Rai and Maheshwari, (2020) affirm that job design helps to fit the employee to the work environment increasing the level of output from each individual employee and ultimately the output of the entire organisation. As such organisation processes



should not be static but rather should be dynamic in order to not only satisfy the employees but also improve organisational performance. This theory is thus tied to the first independent variable of the study, “to assess the effects of job design on organizational performance in the public sector in Kenya.” Applying this theory in employee engagement, managers assess the work and employee requirements and makes adjustments to job design. If the management realizes that the work cannot be completed effectively and efficiently, tasks are reorganized, new methods introduced and the relationships between jobs re-defined in an effort to improve organizational performance. This theory will satisfactorily underpin this study and will be relevant in explaining job design.

2.1.2 Transformational Leadership Theory

The kind of leadership that has come to be referred to as transformational leadership can be traced back to the ideas of Bassin in 2005. In his reflections, he postulated that a leader must be one who seeks to motivate his workers so that they can work towards the goals of the organization and beyond. And from this, he formulated his theory which seeks to explain the impact of leadership on employees or workers. For this reason, there has been an increasing interest in the relationship between this kind of leadership and employee performance. Among the findings from such studies is the fact that this kind of leadership provides viable solutions to problems even though some have observed that this approach to leadership may easily lead to frustration of workers thereby lowering their performance. To others, transformational leadership is visionary, is inspiring and encourages risk taking as well as new ideas hence creativity. In its operations, this type of leadership does not invest in blaming the workers but rather, sharing the challenges workers could be experiencing that make them not be as productive as expected.

This theory has evolved following the weaknesses of the earlier theories commonly categorized into people-oriented and task-oriented views (Gardner & Cleavenger, 1998; Hinds, 2005). Despite its strengths as outlined in the foregoing discussion, this type of leadership is not without its fair share of criticism. For instance, it has been pointed out that the theory is such challenging in terms of training someone to use it. This is due to the fact that it is rather too comprehensive and more so; there lies some difficulty in terms of how it stipulates the way in which leaders handle the supporters. But despite these criticisms, this theory was chosen to guide this study owing to its ability to explain the ways in which leaders ought to interact with followers within the organization with the possibility of working towards creativity and improved performance.

2.1.3 Social Exchange Theory

Social Exchange Theory (SET) is credited Blaus who in 1964 differentiated between economic and social exchange in organizations. The theory has however been advanced by Das and Teng (2002) through introduction of alliance building and Globerman and Nielsen (2007) who introduced trust as critical aspects of interactions among parties in an organization. Social Exchange Theory states that obligations are created through a series of interactions between parties that are in a state of reciprocal relationship. According to this Blaus (1964), people deliberately portray certain behaviour because of motivation of expectation for positive reciprocal behaviour. In an organization, employees’ behaviour and commitment in achieving organizational goals depend on the behaviour of the organization through the management.

According to Chernyak and Rabenu (2018), in the modern workplace, employees are more conscious of the reciprocal relationships between them and the organisations. By applying this theory in employee engagement, the management will be deliberate in informing the employees of their obligations and the employees will be able to clearly state their expectations. There,



effective communication thus is an important tool in employee engagement which helps managers maintain a workforce that committed towards attaining organisational objectives. Stoyanova and Iliev (2017) advocates for two-way communication that is clear and honest between the management and employees in organisations. Besides, the management has to consider the reciprocal relationship between the management and the employees as well as how to motivate the employees. According to Suomi, Saraniemi, Vähätalo, Kallio and Tevameri (2019), effective communication is one of the best ways to create trust and maintain relationships between the management and the employees. Moyo (2019) posits that a two way communication is of paramount importance in enhancing organizational performance. The third objective of the study, “to investigate the effects of communication on organizational performance in the public sector in Kenya” is thus hinged to this theory. This theory is relevant as it shall help in establishing the contribution of a two way, open and transparent communication in enhancing organizational performance.

2.1.4 Vroom’s Expectancy Theory

Vroom’s Expectancy Theory was developed by a Canadian professor of psychology known as Victor Vroom in 1964. Vroom’s Expectancy Theory holds that motivation among individuals in an organization is made up of three components; Expectancy, Instrumentality and Valence. This theory highlights the relationship between employees’ efforts and their performance which in turn impact on the performance of the organization as a whole. Expectancy refers to employees’ expectations from their own efforts, that is, whether they are able to achieve the desired results. Instrumentality refers to the performance of employees being good enough to achieve the desired result and to warrant a reward. Valence is refers to value attached to the final reward from work which is usually based on the needs of the employee. According to Lee (2019), individual employee’s self-efficacy influence performance. Lee (2019) further asserts availability of enough skills and resources necessary to get the job done also motivates employees to improve their individual performance and consequently, cumulatively improve organisational performance. Victor and Hoole (2017) state that rewards for different levels of performance are a major source of motivation in a workplace. However Victor and Hoole (2017) point out those organisations should not only focus on extrinsic rewards but also give intrinsic rewards. Extrinsic rewards are tangible or physically given to employees for accomplishing something while intrinsic rewards are intangible for instance praising acknowledging an employees for something they did right.

When applied to employee engagement, this theory advises managers to consider the rewards given to employees in light of employee’s needs. According to Akintunde and Anifowose (2019), giving rewards without considering the instrumentality and valence results into unfairness which would impact negatively the performance of public organizations. There are employees who might value more of money than other forms of appreciation such as holidays or having their pictures portrayed in the organization as the employee of the month/year. Zigiju (2019) affirms that a reward package motivates employees when they meet the work requirements based on a sound job design. This theory is therefore linked to the fourth objective of this study, “to establish the effects of rewards on organizational performance in the public sector in Kenya.” Vroom’s expectancy theory is relevant as it will help the researcher in ascertaining the effects of rewards on organizational performance in the public sector.

2.2 Empirical Review

The subject of employee engagement and organizational performance has received the attention of several scholars who have conducted studies exploring various variables. Several authors have explored different variables of employee engagement and attempted to discuss

their effect on organisational performance. The empirical review section discusses the findings of other studies previously done related to employee engagement and non-financial performance in organisations.

Alias, Othman, Hamid, Salwey, Romaiha, Samad and Masdek (2018) conducted a study titled, 'managing job design: The role of job rotation, job enlargement and job enrichment on job satisfaction'. The objectives of the study were; to establish the relationship between job design and job satisfaction and employee satisfaction in the organization. A questionnaire was used to collect data from 136 respondents that was analysed quantitatively. The findings of the study revealed the existence of a strong positive correlation between job rotation, enlargement and enrichment with organizational performance. The study found out that adjustment of the job design helps organisation to more accurately produce the desired result or meet goals. Therefore, the study established that job redesigning helps in improving organisation effectiveness.

Carpini and Parker (2016), affirm this in their study, job enlargement, in which they highlighted that job rotation as a job design technique in which employees gain new skills by being moved to multiple areas in the organization. Carpini and Parker (2016) further argue that Job enlargement involves the addition of tasks (horizontal) associated with a certain job while explore job enrichment which entails addition of responsibilities, roles and authority (vertical) making it more challenging and fulfilling to the employees who are challenged to utilize their full potential. Job design thus was found to significantly contribute to job satisfaction which in turn leads to improved organizational performance. This study established that job redesigning helps in improving the efficiency of in the organisation. For instance, more tasks can be done by lesser number of employees or within a short timeframe.

According to Ipsen *et al.*, (2020), job design is a critical employee engagement tool. Ipsen *et al.*, (2020) conducted a study on Job re-design and organisational performance. The main objective of the study was to find out the effect of job re-design on organisational performance. The study employed a descriptive research design with the data being collected using a semi-structured questionnaire. The study established that job re-design helps in mitigating work-related stress thus ensuring a healthy and focused labour force. In addition, the study established that job-re-design allows the management to enrich the jobs with time in order to make the job a little challenging. This in turn was found to make work exciting increasing employee commitment and thus improve performance. Re-designing work can help reduced the resources utilized, for instance, time and labour-force, in accomplishing a task.

Pradhan (2020) carried out a study that sought to find out the effects of job design on organisational performance in Nepal. The study was conducted in non-profit making service sector organisations. Purposive sampling technique was used and the data was collected using interviewed. The data was analysed using descriptive and inferential statistics. The findings of the study illustrated that there was a positive correction between job-design with employee commitment. According to Pradhan (2020), with job enlargement, and enrichment, employee become more focussed as more is demanded from them. Job rotations also enables the employees know many aspects of the organisations which helps in making sound decisions which would not lead to adverse effects on other areas of the organisations.

Zareen *et al.*, (2019) carried out a study on Job design and employee performance with consideration of the moderating role of employee psychological perception. The specific objectives of the study were to find out the effects of; skill variety, task identity, task significance, job autonomy and feedback on organizational performance. The study conducted a survey in which 150 responded drawn from selected organisations were involved in the study.



The study established that job design had a significant positive correlation with organisational performance. The study further established that

Odongo, Wang, Suntu and Bishoge (2019) explored the effects of leadership approach in their study titled, Dimensions of organizational performance. The objectives of the study included; leadership approach, organizational culture, organizational adaptation, organizational environment, resources and expertise, and organizational systems and structures. Odongo *et al.*, (2019) state that aspects such as the leadership adopted by the management team influence the performance at an individual employee level, group level and at the organizational level. This study established that a leadership approach that allows for participation through representation boosts the overall organizational performance due to the improved motivation and commitment by the employees. As such, leadership helps in directing the activities of the employees in the organisations to better meet the goals and do it in the best way possible to that utilises the scarce resources efficiently. However, Nader (2019) holds that a leadership that allows not just the representatives by any person's participation in decision making as the having the greatest impact in organizational performance.

Hussein (2019), sought to establish how employee involvement impacts on organizational performance through his study on Measuring the Impact of Employee Involvement in Decision-Making and Job Performance. A structured questionnaire was administered to 65 respondents from the General Directorate of Scholarships and Cultural under the Ministry of Higher Education and Scientific Research in Iraq. The findings of the study established that there was a strong statistical relationship between participation in decision making and organizational performance. Hussein (2019), further states that employee participation in decision making gives employees a feeling of relevance resulting to high efficacy among the employees. Ultimately, involvement in decision making therefore significantly impacts of organizational performance. However, according to Muthike (2016), the task of leadership is to ensure that employees see how the specific task contributed to overall business success which is well achieved by a charismatic leader who uses mixed approaches.

According to Kang and Sung (2017), who conducted a study on positive employee communication behaviours, effective communication leads to higher employee engagement. The study utilized data collected from 438 respondents selected using stratified sampling and later analyzed using factor analysis. The study established that employee/internal communication management is linked with employee engagement and organizational performance. Kang & Sung (2017) thus recommend that organizations needs to practice a two-way, employee-centered symmetrical communication in their everyday communication. Through internal communication practices that provide complete and fair information to employees, employees understand the expectations and obligations and as such the organisation is adapt to adapt to the changing environmental factors and remain relevant.

According to Ruck, Welch and Menara (2017), employee engagement is important for organizational effectiveness. Ruck *et al.*, (2017) carried out a study on Employee voice: An antecedent to organizational engagement and explored; relationship between internal communication and organizational engagement, employee satisfaction with opportunities to exercise their voice, and employee views on the quality of senior management receptiveness to employee voice. To collect data, a questionnaire was administered to 2066 participants in five organizations. The study established that there exists a significant and positive relationship between upward employee voice and employee engagement. The study recommends that managers should be maintain open communication and give room for employees' voice. Ruck *et al.*, (2017) findings are supported by the findings of Laforet (2016), who cite that a culture

of open communication between the management and employees as critical in enhancing effectiveness and efficiency an organization.

According to Pillay and Singh (2018) who conducted a study to establish the impact of employee engagement on organizational performance, rewards are key furthering employee engagement. Pillay & Singh (2018) posit that organizations can use financially and or non-financially rewards in recognizing employees contributions to realization of organizational objectives. Further, the study established that rewards influence employee behaviour and in turn contribute to organizational effectiveness. Employees expect organizations to recognize their valuable contributions and therefore if the management recognize through an effective rewards programme, employees and satisfied at work increasing their commitment which results to organizational effectiveness and efficiency. Cheche (2018), conducted a study to explore employee engagement and organisations in public organizations. The study was titled, Employee engagement and performance of research training and state corporations in Kenya and which utilized a total of 378 employees selected using multi stage sampling strategy were included in the sample. The data was collected using questionnaires. According to the study, employees enter the job market with the expectations that their efforts will be rewarded although in practice, rewards occur less frequently leading to disappointments. According to the study, it is imperative for managers in public organizations to use rewards to enhance and build an environment that optimise employees' performance.

According to Prajogo *et al.*, (2018), measures commonly used in determining performance levels may not be appropriate in non-profit making organizations. The measures used need to be in-line with the nature and objectives of the non-profit making organization. Public sector organizations are mandated with specific tasks and as such, performance is gauged by how well these organizations are able to achieve these goals. Cheche (2018) further affirms that effectiveness and efficiency are appropriate measures of performance in the public sector. Effectiveness in public sector performance refers to the degree to which a public sector organization is able to achieve the set goals, for instance, adopting new technologies to serve stakeholders, promptly addressing complaints and rendering services within the set timelines (Taouab, 2019). Engaged employees are more likely to provide their expertise and innovation to the public organization that would help attain the set goals with ease. According to Pradhan (2019), such employees will also be committed to work extremely hard to deliver services within the set duration and ensure that the stakeholders are satisfied. Engaged employees can easily be monitored due to the open and close relationship with the managers and thus deviations can be identified early and corrective actions taken to ensure that the objectives are met.

According to Adekoya *et al.*, (2019), efficiency refers to how well the limited resources are utilised to achieve the set objectives. Engaged employees regularly use the available innovation to serve stakeholders, zealously work to complete the assigned tasks, utilize the resources available for the best interest of the organisation and the stakeholders. According to Jeseentha and Mamatha (2020), engaged employees have higher job satisfaction and as such utilize the organisational resources carefully to ensure that the organisation remain afloat. In addition, few engaged employees can effectively execute tasks that would have otherwise required many employees. In view of this, employee engagement helps an organisation to save on labour cost that would have been used as remuneration to non performing employees. Still, engaged employed freely communicate to their seniors seeking clarification on how to well use the resources at their disposal. The relevance of an organisation is ability to adapt to changing environmental demand while satisfying the expectations of major stakeholders. Coulon, Templier, Bourdeau, Pascal and Vieru (2020) carried out a study on dynamic capabilities and innovations in the public sector. Coulon *et al.*, (2020) through a descriptive research design, 100 case studies in which communication, product and process innovation were analysed. The



study established that dynamic capabilities of sensing opportunities and threats and transforming the organisation should be enhanced. It was further established that the ability of an organisation to continuously satisfy its stakeholders assures an organisation of improved performance.

According to Akinadewo (2020), the government generates revenue through issuance of debt instruments such as treasury bills and bonds which provide liquidity and funds to be invested. Akinadewo (2020) conducted a study on Appraisal of Domestic Debt Instruments in Nigeria (2009-2018): Evidence From Debt Management Office. A semi-structured questionnaire was used in data collection and descriptive statistics such as percentages, ratios, means, and standard deviation were used in data analysis. The research established treasury bills and bonds were the major domestic debt instruments. Financial viability is the ability of an organisation to generate sufficient income to meet operating payments, debt commitments future smooth future operations. State corporations do not exist to make profits and therefore revenue generation id not one of the major objectives. That notwithstanding, without assured financial resources, the performance of state corporations just like all other organisations would be difficult.

2.4 Conceptual Framework

The conceptual framework shows the relationship between the independent variables and the dependent variable in the study. The independent variables of this study include; job design, leadership, communication and incentives and rewards. The dependent variable will be organizational performance in the public sector. The relationship can be represented in a diagram as shown in the figure below.

Independent variables

Dependent variable

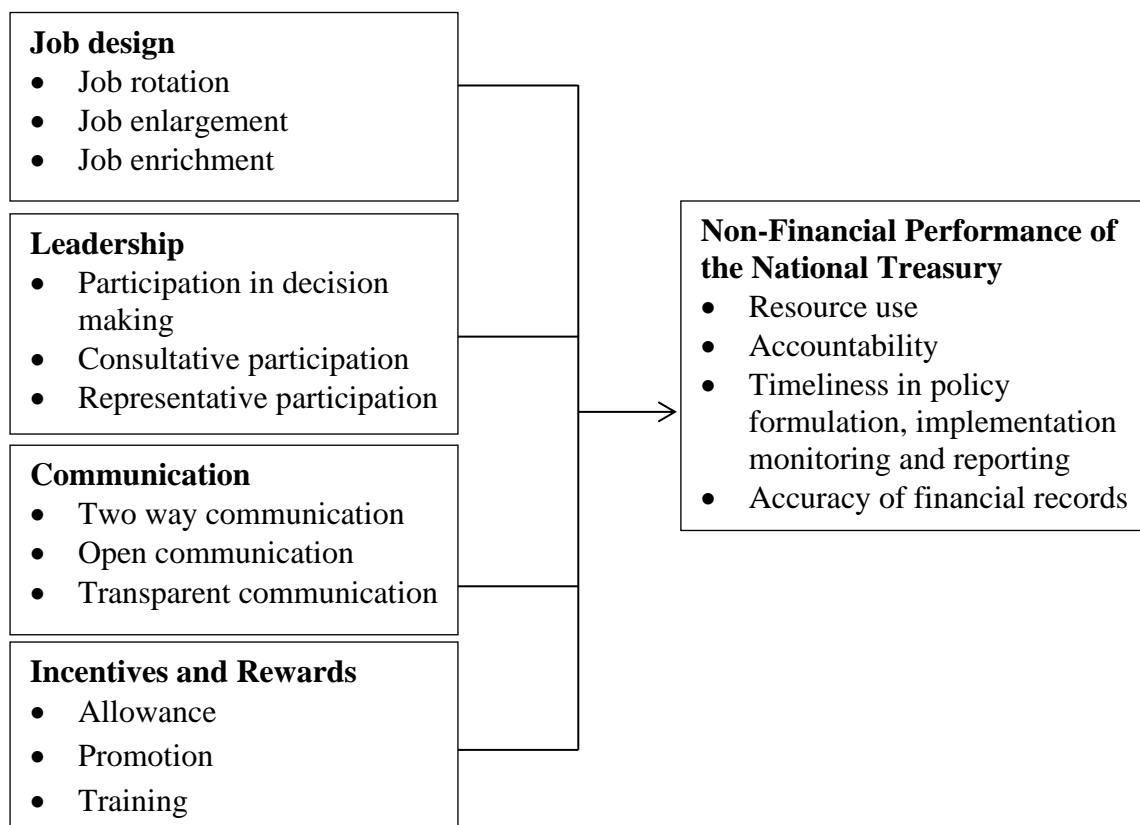


Figure 1: Conceptual Framework



3.0 Research Methods

This study adopted a descriptive research design. According to Ghauri, Grønhaug and Strange (2020), descriptive research design enables the researcher to collect information about the characteristics of the situation as it is. The target population of this study was all the employees of the National Treasury, Kenya. These included these included employees in across all the departments. This was a total of 876 employees (National Treasury, 2020). In order to arrive at the sample, stratified sampling technique was used to divide the population was divided into strata according to the departments and using simple random sampling technique, individual respondents were picked from each department. This study therefore included 269 members in the sample drawn from all the departments. Data was collected using a structured questionnaire. Quantitative and qualitative data was analysed using descriptive and inferential statistics. The qualitative data provided in open-ended questions was analyzed using content analysis. Inferential statistics such as correlation and regression was used to establish the relationship between the independent and dependant variables.

4.0 Data Analysis Results

Inferential statistics such as correlation and regression were used to establish the relationship between the independent and dependent variables. The findings are discussed as follows:

4.1 Correlation Analysis

Table 1: Correlation Analysis

	Job design	Leadership	Communication	Rewards	Performance
Job design	1 257				
Leadership	.250 .114 257	1 257			
Communication	.398 .354 257	.634 .000 257	1 257		
Rewards	.457 .011 257	.527 .000 257	.703 .227 257		
Performance	.612 .062 257	.899 .007 257	.664 .000 257	.790 .000 257	1 257

Source: Researcher Data (2021)

As given in Table 1, all the variables studied that included job design, leadership, communication and rewards had a strong relation with the organizational performance with a Pearson's r value of 0.612, 0.899, 0.664, 0.790 respectively. According to Taouab (2019) the effectiveness in public sector performance refers to the degree to which a public sector



organization is able to achieve the set goals, for instance, adopting new technologies to serve stakeholders, promptly addressing complaints and rendering services within the set timelines.

4.2 Regression Analysis

Table 2: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.699	.541	1.269

Source: Researcher Data (2021)

Table 2 shows a model summary that provides information about the regression line's ability to account for the total variation in the dependent variable. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The result on adjusted R² indicates that job design, leadership, communication and rewards variables explain a factor of 0.699 of the non-financial performance of National Treasury in Nairobi, Kenya. This means that other variables not studied contribute to a factor of 0.301 of the performance.

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.014	4	1.590	35.117	.001 ^a
	Residual	11.697	49	.112		
	Total	10.002	257			

Source: Researcher Data (2021)

The value 0.001^a indicates that the significance level is below 0.05 hence a statistical significance of the model on how independent variables influenced the performance variable. The results also indicate that F calculated value is greater than the value of F tabulated was 35.117 which is greater as compared to F tabulated at 1.590. Therefore, it can be deduced that the model was significant.

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.501	.012		4.114	.000
	Job design	0.811	.061	1.121	2.004	.002
	Leadership	0.763	.142	4.012	6.999	.001
	Communication	0.698	.141	1.563	5.551	.002
	Rewards	0.809	.367	2.871	4.052	.000

Source: Researcher Data (2021)

As given in Table 4, the constant value of 0.501 represents non-financial performance of National Treasury in Nairobi, Kenya level when job design, leadership, communication and rewards are held constant. Further, when job design is increased by one unit non-financial performance of National Treasury in Nairobi, Kenya also increases by 0.811 factor. When



leadership is increased by one unit non-financial performance of National Treasury in Nairobi, Kenya also increases by 0.0.763 factor. When communication is increased by one unit non-financial performance of National Treasury in Nairobi, Kenya also increases by 0.698 factor and when rewards is increased by one unit non-financial performance of National Treasury in Nairobi, Kenya also increases by 0.809 factor.

The findings further as represented by in Table 4 shows that job design, leadership, communication and rewards positively and significantly influenced performance as represented by t values 2.004, 6.999, 5.551 and 4.052 respectively at 5% level of significance. According to Jeseentha and Mamatha (2020), job design results into improved organizational performance as it forces the management to ensure that the tasks assigned for each position can be realistic to execute using the tools and methods provided leading to a happier workforce. Pillay and Singh (2018), note that a participative leadership makes employees feel engaged in the organization giving them impetus to work harder for the organizational good. Kang and Sung (2017), asserts that effective communication builds trust among the employees which is critical to improved organizational performance. Jeseentha and Mamatha (2020) affirm that giving incentives and rewards draw employees to consider how they can participate in a better manner as they realize mutual benefits.

5.0 Conclusions and Recommendations

5.1 Conclusions

The study concludes that the way the job is designed gives specifics of the contents and challenges involved in carrying out tasks in an organization. Hence, it helps in designing organizational structure. It is thus a systematic way of getting and giving data and information that is related to those who are expected to perform those tasks. Accordingly, changes in environmental factors may directly influence the performance of the organization. Therefore, a systematic job design process tries to address the change that has occurred in the organizational environment. The study concludes that leadership is a central in an organization and a component that is very helpful in the management of both resources and relationships. At the same time, the works need the kind of leadership that will not only provide direction but also motivation and inspiration. The component of leadership also ensures the smooth running by way of compensation of the employees hence their satisfaction. This kind of leadership is also very necessary for a teamwork in an organization.

The study concludes that when managers and senior staff are good communicators themselves, they can expect to bring out everyone's best skills and increase performance. Effective communication based on active listening has the power to prevent miscommunications and handle differences of opinion with civility and respect. Effective communication helps organizations connect with their clients, sponsors, and any other external bodies. When employees have the confidence to communicate ideas freely, both amongst each other and with senior management, creativity thrives, and innovation is born. The study concludes that through reward systems give the employees a feeling of motivation hence more commitment to their work. An increase in productivity will then benefit the organisation reward systems have been shown to influence an employee's decision to come to work or to remain with the organization. Employees develop ties with organizations when they perceive that the organization is interested in their welfare and willing to protect their interests.

5.2 Recommendations

The study recommends that the organization should carry out job rotation by moving employees between jobs in an organization. This increases the skill variety, helps employees



orientate in potential new roles, and learn through different experiences. The study also recommends that the organization should carry out job enlargement to increase the skill variety and task identity, enabling a worker to do more of similar activities, which reduces monotony, teaches a variety of skills, and gives a broader range of responsibilities, accountability, and autonomy. The study recommends that the organization should the organization should establish its leadership standards. Define the areas where managers need to excel in terms of directing the work of others. Experienced leaders prepare future leaders by offering their guidance through coaching and mentoring and employees must trust their supervisors, and supervisors must trust their staff.

The study recommends that the organizational management should create a job description that eliminates ambiguity by clarifying the responsibilities and expectations for each member of your organization. The management should communicate directly instead of relying on a third party. solicit feedback from the employees by asking them how well you communicate with them and if they have ideas for improving communication. The study recommends that the management of the organization magnify employee recognition by publicizing employee accomplishments across multiple forums such as company newsletters, dashboards and in team meetings, use positive words, and demonstrate to the employee that you actually understand their accomplishments, give holiday rewards and bonuses from their outstanding performance. Publicize important accomplishments and even human-interest items in the company's social media forums.

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