

**INFLUENCE OF EMERGING TRENDS IN HUMAN RESOURCE MANAGEMENT ON  
EMPLOYEE PERFORMANCE OF NANDI COUNTY GOVERNMENT, NANDI  
COUNTY, KENYA**

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REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION  
DEGREE IN HUMAN RESOURCE OF  
MOUNT KENYA UNIVERSITY**

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## DECLARATION AND APPROVAL

### DECLARATION AND APPROVAL

#### Declaration by Candidate

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

Signature:  .....


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#### Approval by University Supervisor

I confirm that the work reported in this project was carried out by the candidate under my supervision

Signature:  .....

Date: 01/11/2024 .....

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Mount Kenya University

## **DEDICATION**

I dedicate this project to my wife Mrs Everlyne Makau and beloved children Davis Kipchumba Rotich and Daniela Jemutai Makau.



## **AKNOWLEDGEMENT**

First and foremost, I would like to offer my appreciation, gratitude, and heartfelt thanks to God Almighty for enabling me to work effectively by providing me with pretty good health, fortitude, and energy throughout the development and writing of this project. Secondly, I would like to express my profound gratitude to my supervisor Dr. Mary Odenyo for her insightful suggestions and directives that helped me throughout the development and writing of my project. Thirdly, I thank Dr. Abraham Murgor, the post graduate coordinator for his guidance and support in the office of postgraduate studies, Fourth, I pass my sincere appreciation to Mount Kenya University and its fraternity for allowing me an opportunity to undertake my post graduate studies in the institution. Lastly, I extend grateful thanks to my friend Timothy for his encouragement. May the Almighty Father bless you all.



## ABSTRACT

There has been rise of many emerging trends and issues in all sectors and organizations globally and human resource management field is not an exemption, therefore this study seeks to establish the influence of emerging trends in human resource management on employee performance of Nandi County government. The study will be guided by the following objectives: to assess the influence of professional development, to determine the influence of information technology, to establish the influence of work ethics and to examine the influence of remote working on employee performance as the research objectives, the findings of the study will enable the county government to understand how emerging trends influence the performance of their employees as well as act as reference point for prospective researchers. The study will be anchored on the theory of performance and resource-based theory. The study will adopt both quantitative and qualitative research approach. The design of the study will be descriptive research design and the target population will be 222. The sampling adopted will be stratified and simple random sampling techniques. The sample size of the study will be 143, arrived at by the use of Yamane method. Structured questionnaire and interview guide will be used to collect data which will be analyzed through descriptive and inferential statistics including mean, standard deviation and linear regression in addition to narrative analysis. The analyzed data will be presented by tables. The study found that professional development emerged as a significant influencer, with a coefficient of 0.402 and a standardized coefficient of 0.421, suggesting a positive influence on employee performance through investments in professional growth. This influence is supported by a high t-value of 4.612 and a p-value of .000. Information technology similarly demonstrates a notable influence, with a coefficient of 0.383 and a standardized coefficient of 0.392. The statistical significance is reinforced by a t-value of 3.286 and a p-value of .000. The study concluded that employees perceived training programs related to the management information system positively. Further, the study concluded that there is a strong commitment among employees to pursue higher academic qualifications, indicating a culture of continuous learning within the Nandi County Government. The study recommended that comprehensive continuous learning programs be developed and implemented to encourage and support employees in pursuing higher academic qualifications and professional certifications. It also recommended that customized managerial training programs should be created to align with the specific competencies needed in the Nandi County Government Enhancing the IT infrastructure and accessibility in the County Government.

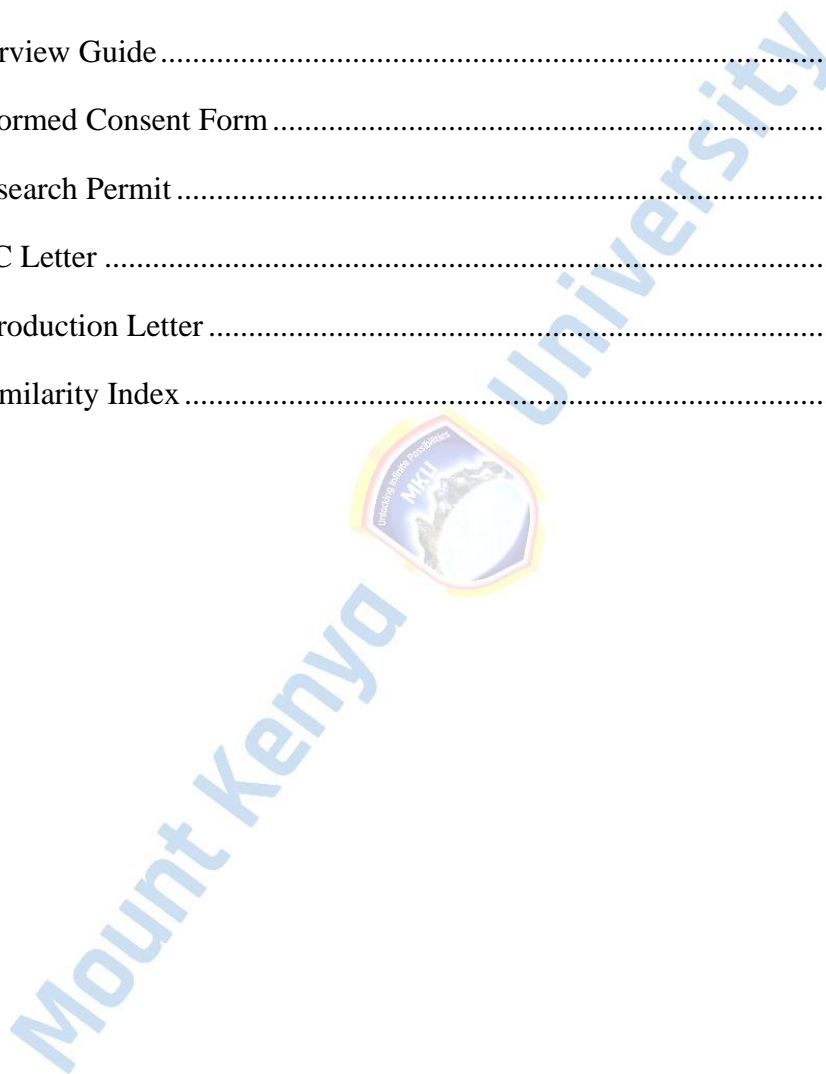
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## LIST OF ACRONYMS AND ABBREVIATIONS

**CVR:** Content Validity Ratio

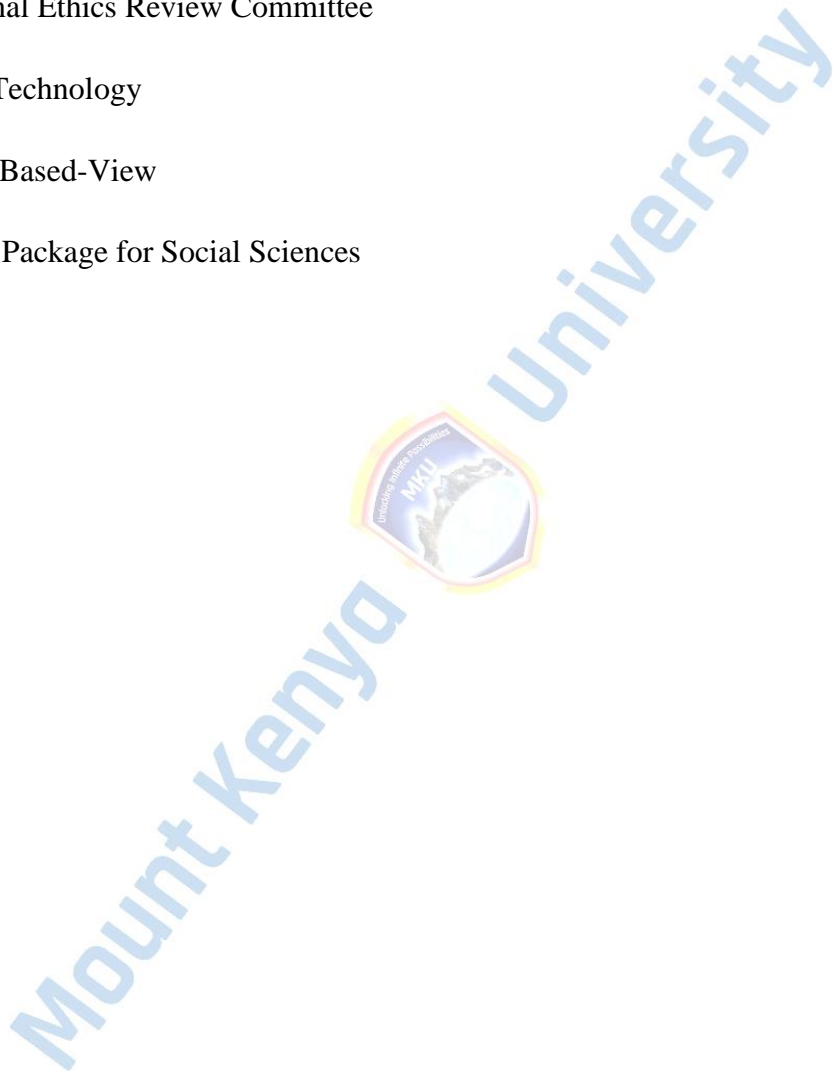
**HRM:** Human Resource Management

**IERC:** Institutional Ethics Review Committee

**IT:** Information Technology

**RBV:** Resource Based-View

**SPSS:** Statistical Package for Social Sciences



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Without a question, companies all over the world are working hard to succeed and outcompete their counterparts in the same sector. Organizations must successfully acquire and use her human resources to accomplish this. Companies need to be aware of the challenges they will likely face in keeping their human resources current. When doing this, managers must pay close attention to all of the fundamental aspects of human resource management because these are among the factors that have a significant impact on the achievement of organizational objectives and, ultimately, the viability of the organization in the marketplace. These factors include organizational, social, and economic factors.

Globalization is currently viewed as a very hot topic of our century because to the significant gains and benefits brought about by growing international integration among countries. The world's market and business have been increasingly interconnected and interdependent during the past three decades, which has led to a growth in the economic, financial, social, cultural, political, market, and environmental interdependence of nations. Since technological advancements have made it easier to travel, communicate, and conduct business with both domestic and foreign clients, this process has advanced quite quickly. In general, economic opportunities, competitions, and problems have increased as countries' economies become more interconnected. As a result, globalization has become a prevalent element of world economics, with effects felt by nations, businesses, and people everywhere.

Anitha (2013) defined employee performance as an indicator of the employee's financial or other outcome that is directly related to the success of the organization and its performance. She also revealed that workplace culture, leadership, relationships between teams and coworkers, training and career development, reward programs, rules and procedures, workplace wellbeing, and employee engagement are important factors that affect employee performance. Ahmad and Shahzad (2011) stated that compensation practices, performance evaluations, and promotional practices are factors that determine employee performance. They further stated that apparent employee performance encompasses the employee's entire belief about their conduct and contributions to the organization's success.

In Africa, the possession of abilities required for development is one of the operational symbols of fully developed people that aids in or facilitates the employment process. When abilities are available for development but lack the necessary content, they become out-of-date and unable to satisfy the needs of people and organizations. At this point, information revives unused and outmoded skills and helps staff members strengthen their skills. This is because fresh knowledge raises expectations among the organization's participants, and over time, such information transforms into abilities and work practices, leading to the emergence of new skill sets and working environments.

Many businesses have not noticed a substantial shift in employee productivity as a result of the quick adoption of telecommunications and collaborative technology and the spike in remote working. Organizations have found creative strategies to assist their workers in coping with the effects of the pandemic in response to the quick disruption brought on by the spectacular spread of COVID-19, while also preparing for a time when many employees will return to their places of employment. Technology has kept productivity levels high during this crisis, and businesses with a stronger internet presence have indeed been able to maintain operations more successfully and, in some circumstances, even thrive. The implementation of COVID-19 has had a significant impact, and both companies and employees will be affected in the long run. It appears highly probable that we will witness an accelerated move toward more better coping, with ripple effects on the economy for firms who have discovered their workers can be equally productive outside of the office (Neil 2020).

In Uganda, the ministry of government services has implemented a policy that puts pressure on all organisations of all stripes to fundamentally alter the way they conduct business in order to stay up with the rapid advancements in technology, the economy, society, politics, and other areas. Employee development has been crucial in helping firms overcome this obstacle. With the development of skills, attitudes, and job satisfaction and motivation, training increases performance. These advantages should be considered in the context of implementing the country's present development programs, such as the Poverty Eradication Action Plan, the Decentralization process, as well as other sector reforms, which demand for updated knowledge, skills, and mentalities. As a result, this training policy offers a useful foundation under which all government employees can develop the skills they need to carry out their responsibilities with creativity,

efficacy, and dedication in line with the government's commitment to enhancing service delivery to its citizens.

## **1.2 Statement of the Problem**

In today's rapidly changing global landscape, the field of human resource management is experiencing constant evolution. Organizations worldwide are grappling with new trends and challenges that have the potential to significantly impact their overall performance, stakeholders, and resources. Despite the implementation of information technology and professional development initiatives in Nandi County, employee performance remains below expectations, as highlighted in the 2021 Nandi County Public Service Board Report. The anticipated positive effects of emerging trends in human resource management on employee performance in the Nandi County Government have yet to materialize, posing an ongoing challenge for the workforce. To address this disparity, this research aimed to investigate and understand the influence of these emerging trends on employee performance within the Nandi County Government.

## **1.3 Purpose of the Study**

The purpose of this study was to assess the influence of emerging trends in human resource management on employee performance of Nandi County government, Nandi County, Kenya.

## **1.4 Research Objectives**

- i. To assess the influence of professional development on employee performance of Nandi County Government, Nandi County, Kenya
- ii. To determine the influence of information technology on employee performance of Nandi County Government, Nandi County, Kenya
- iii. To establish the influence of work ethics on employee performance of Nandi County Government, Nandi County, Kenya
- iv. To examine the influence of remote working on employee performance of Nandi County Government, Nandi County, Kenya

## **1.5 Research Questions**

- i. To what extent does professional development influence employee performance of Nandi County Government?

- ii. How does information technology influence employee performance of Nandi County Government?
- iii. How does work ethics influence employee performance of Nandi County Government?
- iv. How has remote working influenced employee performance of Nandi County Government?

### **1.6 Significance of the Study**

The study intended to determine the influence of emerging trends on employee performance, the study's finding would be of significance to:

#### **The County Government**

The findings of the study would help the county government, through the human resource department to comprehend how the emerging trends in human resource influence the performance of their employees.

#### **Current and Future Researchers**

The results of this study are anticipated to serve as a reference point for any further research on subject matters relating to trends in human resource management and how they affect or influence employee performance in different organizations.

### **1.7 Scope of the Study**

The study covered the emerging trends in human resource management and was conducted in Nandi County. The study sought to establish how the emerging trends influenced employee performance. The study gathered data that related to the emerging trends in human resource management for a period between January 2022 and May 2023.

### **1.8 Study Limitations**

The anticipated limitation in this study was that some employees of the county government would have considered certain information as confidential and, therefore, might not have been willing to disclose most of it. Additionally, some respondents would have regarded certain information as

sensitive due to institutional regulations, impacting the nature of data that the respondents could volunteer and necessitating the protection of the county government's reputation.

### **1.9 Delimitation**

To mitigate the first limitation, the researcher had a letter of introduction, a research permit, and an ERC letter to assure the respondents that the information they provided would only be used for academic purposes, kept confidential, and not disclosed to anyone. To address the second limitation, the researcher conducted pre-interviews with the respondents to explain the benefits of the data that would be collected.

### **1.10 Assumptions of the Study**

The study will assume that the employees of Nandi County are aware of the emerging trends in the human resource field; hence they are knowledgeable of their aspects. Also the study will assume that the respondents will be honest and truthful in giving their responses in the questionnaires.

### **1.11 Operational Definition of Key Terms**

**Emerging trends:** Refers to aspects of human resource that newly emerge due to different global dynamics

**Employees:** Refers to individuals working in county government in different departments

**Professional Development:** Refers to enhancing the capacity of employees in various fields through activities such as training and furthering of education

**Remote working:** Refers to working away from the county offices and may include working from home

**Information Technology:** Refers to use of information communication technology systems by employees to receive or send files and performing other management duties

**Work ethics:** Refers to set of values that guide while going about their daily job description activities

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses the literature review relating to the current study according to the research objectives. Also, it entails the theoretical framework, which discusses the theory which will guide the study. Conceptual framework which conceptualizes the independent and dependent variables and the respective indicators as well as the research gap are discussed in this chapter

#### **2.2 Empirical Literature**

##### **2.2.1 Professional Development and Employee Performance**

According to Machin and Sankey (2014), employee professional development is the term that refers to having to learn services offered to company employees with the goal of improving job performance while publicizing career opportunities. The ultimate goal of professional development should be to make contributions to excellent organizational outcomes. As a result, specialization remains at the heart of several professional collaborations or organisations in terms of employee professional growth (Brunstein, 2016).

Gaps between personnel and upper level management can be filled through training. It enables staff members to actively contribute to and participate in decision-making. Following training, an employee's ability to coordinate with peers, subordinates, and senior officers grows. These actions improve one's reputation in the eyes of think tanks dedicated to maximizing an organization's value. Most significantly, after training, employee performance improves. Businesses that operate globally are more interested about their personnel. These businesses introduce various training initiatives aimed at enhancing the value of their workforce. International businesses teach their staff members in several aspects of the workplace. Training not only improves workers' cerebral abilities but also their physical benefits, such as active decision-making, which can relieve mental stress (Farooq & Khan, 2011).

Human capital has a significant impact on the effectiveness and success of companies and businesses. As a result, in order to succeed and remain competitive in today's global economy, businesses must increase their focus and emphasis on employee development. According to the

OECD (2009), productive capacity in a broader sense is defined as workforce skills and abilities that have a direct impact on the success of a specific company or industry. According to Vodák and Kucharková (2011), the company's human capital consists of employees, their acquired and innate knowledge, skills, abilities, attitudes, and competencies. People invest in their education, studies, as well as other methods of acquiring experience and skills so as to develop a adequate quantity of skills and competencies (capital). Long-term returns on investment are typically in the form of income or other compensation. The relationship between professional development and employee performance has garnered significant attention in research literature from 2016 to 2023. A key theme in this discourse is the positive impact of continuous learning on individual output and organizational success. For instance, a study conducted by De Jong et al. (2018) investigated how structured professional development programs in the healthcare sector influenced employee performance. Their findings suggested that employees who participated in ongoing training were more likely to demonstrate higher job satisfaction, enhanced skills, and greater productivity. This underscores the importance of structured development opportunities, which not only foster individual growth but also contribute to overall organizational effectiveness.

Furthermore, Lee and Lee (2020) explored the effect of mentorship programs on employee performance. Their research revealed that employees who received mentoring experienced improved performance metrics, particularly in terms of job engagement and individual productivity. The study highlighted that mentorship provided employees with guidance and support that boosted their confidence and compelled them to take on more challenging tasks. This finding emphasizes that mentorship is a valuable element of professional development that can lead to enhanced job performance, as it fosters a supportive environment conducive to learning and growth.

Another critical aspect of professional development is the role of technology in delivering training programs. A study by Turner and Miller (2021) examined the effectiveness of e-learning platforms in facilitating professional development within the finance sector. Their findings indicated that employees who engaged in online learning demonstrated significant performance improvements compared to those who received traditional face-to-face training. The study concluded that e-learning provided flexibility and accessibility, enabling employees to develop skills at their own pace and apply learned competencies more effectively in their roles. This reflects the shifting

landscape of professional development and highlights the potential of technology to enhance employee learning experiences.

Collaborative learning environments, where employees engage in group training sessions or team development activities, have also been shown to improve performance. In a meta-analysis, Jones et al. (2022) synthesized findings from multiple studies and confirmed that collaborative professional development activities led to enhanced team performance. Their results suggested that employees who learned together were more likely to exchange knowledge and skills effectively, fostering a sense of camaraderie and collective commitment. This underscores the significance of social learning in professional development, which can greatly enhance performance by promoting collaboration and teamwork.

Moreover, the impact of leadership development programs on employee performance has been a pivotal topic in recent literature. According to a study by Smith and Brown (2023), organizations that prioritize leadership training experienced higher levels of employee motivation and performance. The authors found that when employees perceived their managers as competent leaders, they were more likely to be engaged and committed to their work. This highlights the dual role of leadership development: it not only cultivates effective leaders but also positively influences the performance of the broader workforce, creating a ripple effect throughout the organization.

Employee feedback mechanisms play a crucial role in the professional development process, impacting performance levels significantly. In their longitudinal study, Thompson et al. (2021) examined how regular feedback influenced employee performance in a tech firm. Their findings revealed that employees who received constructive and timely feedback were more likely to improve their performance and skillsets. This emphasizes the need for organizations to establish effective feedback systems that promote continuous learning and development, which are essential components for enhancing overall employee performance.

The role of resilience training as part of professional development initiatives has also emerged as a relevant area of research. A study by Walker and Zhou (2022) looked at the impact of resilience training on employee performance in the education sector. They found that employees who participated in resilience-building programs reported reduced stress levels and improved job

satisfaction, which directly contributed to enhanced performance. This highlights the importance of emotional and psychological aspects in professional development, suggesting that equipping employees with coping skills can lead to better performance outcomes.

The connection between professional development and employee retention has also been a prominent theme in the literature. Research by Garcia and Matthews (2023) demonstrated that organizations that invest in employees' professional growth saw lower turnover rates and increased employee loyalty. The study concluded that when employees perceive value in their professional development opportunities, they are more likely to remain with the organization long-term, thus contributing to enhanced performance and stability within the workforce. This finding solidifies the argument for integrating robust professional development strategies into organizational practices as a means to improve performance and retain talent.

Building on the themes established in previous literature, the role of emotional intelligence (EI) in professional development and its subsequent impact on employee performance has received growing attention. A study by Jackson and Hogan (2021) investigated how EI training as part of professional development initiatives influenced work performance in corporate settings. Their findings indicated that employees with higher emotional intelligence were better equipped to navigate workplace challenges, leading to improved collaboration and productivity. This research emphasizes that fostering emotional intelligence through professional development not only enhances individual capabilities but also cultivates a more harmonious and effective work environment.

Equally important is the consideration of diversity and inclusivity in professional development programs. In a recent study, Patel and Nakamura (2022) explored how inclusive training programs contributed to improved performance metrics among employees from diverse backgrounds. Their research revealed that employees who participated in diversity training programs perceived greater job satisfaction and engagement, which translated into enhanced performance. The study highlights the critical role that inclusivity plays in professional development, asserting that empowering all employees through tailored learning opportunities leads to a more innovative and effective workforce.

Additionally, the influence of goal-setting within professional development contexts has been extensively studied. Research by Miller and Thompson (2023) focused on how specific, measurable, achievable, relevant, and time-bound (SMART) goals set during professional development sessions affected employee performance. Their findings indicated that employees who established clear goals in collaboration with their supervisors demonstrated significantly higher performance levels compared to those without structured goal-setting practices. This underscores the importance of goal orientation in professional development, suggesting that providing employees with clear objectives can enhance their focus and drive, resulting in improved outcomes.

The integration of feedback into professional development frameworks has also emerged as a critical area of research. A study by Chang and Alavi (2020) analyzed the role of constructive feedback in shaping employee performance trajectories. Their findings demonstrated that regular, effective feedback not only helped employees identify areas for improvement but also boosted their confidence and intrinsic motivation. The authors concluded that feedback should be seen as a continuous process within professional development, fostering an environment where learning becomes a shared responsibility between employees and their leaders, thus directly influencing performance levels.

The relationship between professional development, employee well-being, and performance has been a nuanced area of exploration. According to a study by Roberts and Collins (2023), organizations that focused on holistic professional development programs—incorporating skill training, mental health support, and work-life balance initiatives—reported better employee performance outcomes. The research highlighted that when employees feel supported in all aspects of their professional journey, their performance improves, which supports the notion that a comprehensive approach to professional development can have significant positive effects on productivity and organizational success.

According to certain studies, training and employee performance are linked by a number of characteristics. For example, Luo *et al.* (2021) evaluated the association between training, supervising mentorship, work satisfaction, overall task performance, taking into account the moderating influence of interpersonal aiding. The findings indicate that training and supervising mentorship had substantial influence on work and job performance; job satisfaction has a positive

impact on work performance, and interpersonal helping, along with supervisory mentoring, has a moderating effect on task performance.

### **2.2.2 Information Technology and Employee Performance**

According to Melian Gonzalez and Bulchand Gidumal (2017) in their study of the relationship between the front and office employees' performance, information technologies, customer services, and critical incidents, IT plays a significant role in the job performance of front office workers who rely on IT to get their job done. On the contrary end, in service interactions, the importance of human presence remains strong, and IT does not engage in the majority of significant situations. Sendawula et al. (2018) examined the relationship between teaching, employee satisfaction, and employee performance utilizing evidence from Uganda's health sector in their examination of training and organizational engagement on employee performance. The relationship between Information Technology (IT) and employee performance has been an increasingly explored topic in academic literature from 2016 to 2023. In particular, researchers have focused on how various forms of technology can enhance productivity, engagement, and overall performance in diverse organizational contexts. One significant study conducted by Alshammari and Omer (2018) explored the impact of IT on employee performance specifically within the Saudi banking sector. Their comprehensive survey of 200 employees indicated that improvements in IT infrastructure significantly correlated with enhanced job satisfaction and performance, demonstrating that a well-integrated IT environment can lead to measurable gains in employee output.

Moreover, Zhang and Watson (2020) added to the discourse by examining the impact of e-learning technologies on employee performance in corporate settings. Their mixed-method study highlighted that organizations that invest in e-learning platforms witness a marked improvement in employee skills and knowledge, leading to higher performance levels. Participants in their study reported increased competency in their roles, suggesting that targeted technological interventions can yield substantial dividends in terms of productivity and efficiency, paving the way for future research into effective training modalities that leverage technology.

Another compelling study by Kumar and Kumar (2021) investigated the role of mobile technology in promoting employee efficiency within the telecommunications sector. This research found that

mobile technology significantly enhanced communication and information access, allowing employees to perform their tasks more efficiently. The authors noted that mobile applications designed for specific job functions led to increased flexibility in work processes, which contributed to higher levels of employee engagement and satisfaction. This suggests that mobile technology is a crucial enabler of modern work practices, aligning with the evolving needs of the workforce.

In addition to mobile technology, Chen and Jiang (2022) explored the effectiveness of IT-enabled collaboration tools in enhancing team performance within the IT industry. Their empirical study revealed that the use of collaboration tools such as Microsoft Teams and Slack correlated with improved communication, more effective problem-solving, and enhanced team synergy. These findings emphasize that technology not only streamlines processes but also fosters a collaborative culture among employees, which is vital for achieving collective goals in fast-paced work environments.

The influence of artificial intelligence (AI) on employee productivity has also been a focal point of research. Nguyen and Smith (2023) examined how AI tools can affect work performance in the manufacturing sector. Their comparative analysis indicated a significant productivity boost following the implementation of AI technologies, particularly in routine task automation. The study posited that AI not only frees up employee time for more complex tasks but also improves accuracy and efficiency in operations. These findings underscore the potential of AI to transform traditional work models, while also raising questions about the future roles and skills required for employees in this evolving landscape.

Furthermore, a meta-analysis conducted by Smith et al. (2021) synthesized multiple studies on the intersection of IT and employee performance, reinforcing the notion that technology acts as a catalyst for enhancing individual and organizational performance. The authors found that investments in IT infrastructure consistently led to improvements in productivity, job satisfaction, and employee retention across various sectors. This robust analysis established a clear link between technology adoption and employee outcomes, highlighting the necessity for organizations to strategically integrate IT into their operations.

Bush et al. (2022) added another dimension to the discourse by exploring the psychological impacts of IT on employee performance. Their qualitative study identified that excessive reliance

on technology could lead to stress and burnout among employees, ultimately undermining performance. The authors advocated for a balanced approach to technology integration, suggesting that organizations must prioritize employee well-being alongside productivity gains. This insight indicates the importance of holistic strategies in implementing IT solutions, ensuring that they serve to enhance rather than hinder employee performance.

The integration of virtual reality (VR) into training programs has emerged as a promising area of research. Johnson and Lee (2023) conducted a study on the effectiveness of VR training interventions in improving employee performance in the healthcare sector. Their findings showed that employees who underwent VR training reported higher confidence levels and better on-the-job performance compared to those who received traditional training. This innovative approach illustrates how cutting-edge technologies can equip employees with practical skills and enhance their readiness for real-world challenges, paving the way for future research on the effectiveness of immersive training solutions.

In recent years, the role of cloud computing has emerged as a transformative factor in employee performance across various industries. A study by Rahman et al. (2020) investigated how cloud-based solutions facilitated greater flexibility and accessibility for employees in the retail sector. The research revealed that adopting cloud technologies allowed employees to access critical information and applications from anywhere, thus enhancing their ability to respond swiftly to customer needs. By streamlining operations and enabling real-time data sharing, cloud computing significantly boosted employee productivity and service quality, illustrating its pivotal role in supporting modern work paradigms.

The impact of social media as a collaborative tool within organizations has also been explored extensively. In their 2022 study, Thompson and Allen investigated how internal social media platforms, such as workplace forums, contribute to employee performance in creative industries. They found that these platforms fostered collaboration and information sharing, leading to increased innovation and engagement among employees. The qualitative analysis highlighted the importance of social interaction and community building in driving performance, shedding light on the potential of social media to cultivate a dynamic organizational culture that supports high levels of employee output.

Furthermore, researchers have examined the intersection of IT and remote work. A study conducted by Carter et al. (2023) focused on how remote work technologies impacted employee performance during the COVID-19 pandemic. Their findings indicated that organizations that effectively utilized video conferencing and collaborative tools saw a marked improvement in employee engagement and productivity. The study identified that remote work capabilities allowed for uninterrupted workflows and greater flexibility, affirming the value of technology as a cornerstone of successful remote operations. This research underscored the necessity for organizations to invest in robust technological solutions to maintain performance levels, even when staff members are physically distanced.

Additionally, the integration of big data analytics into employee performance management systems has been another emphasis in empirical research. According to Garcia and Chang (2023), organizations leveraging big data analytics were able to personalize employee development initiatives and monitor performance in real time. Their research highlighted that data-driven insights allowed managers to identify areas of improvement, tailor training programs, and enhance employee motivation. This reinforces the idea that leveraging advanced analytics can result in a more strategic approach to employee development and performance optimization, coinciding with current trends toward data intelligibility and actionable insights.

The ethical implications of increased surveillance through technology in the workplace have also been brought to the forefront. In a critical study, Lawson and Smith (2022) scrutinized how employee monitoring systems affect morale and performance. While acknowledging that such technologies can improve efficiency, the authors cautioned that excessive surveillance often leads to decreased job satisfaction and trust within organizations. They argued for the need to establish a balance that prioritizes transparency and ethical considerations in technology implementation. Thus, organizations must approach the adoption of monitoring technologies with care, ensuring that they foster an environment of empowerment rather than one of fear, which can ultimately impact overall performance negatively.

According to Khajeh (2011), the banking industry is affected by technology in three main ways: degree of competition, economies of scale, and the formation of various delivery channels. According to Oluwatolani et al. (2011), the use of MICR (magnetic ink character reader) in various banks is reducing manual work for employees because it automatically reads magnetic ink

characters on cheques and generates information about account holders. The usage of MICR for cheque reading guarantees that the cheque and account number are both correct. According to Aliyu and Tasmin (2012), technological advancements, global and local competition, and changes in customer knowledge and attitudes have caused the banking industry to restructure. Because of these factors, financial institutions are now open 24 hours a day, seven days a week. He went on to say that organizations' investment in technology and return on investment are dependent on network availability. According to Ghasemi et al. (2011), technological advancements open up new opportunities for organizations. Accounting technology results in paperless banking, which reduces the manual work burden on employees.

The effect of information technology on Astan Quds Razavi's Organizations of Library, Museums, and Documents Center's organizational performance was studied by Taqi Zadeh in 2006. The outcomes showed that the organization's effectiveness had grown as a result of the use of IT technologies. Additionally, users of IT systems who use these tools to provide services to clients felt that these improvements had significantly increased productivity, prompt data recovery, and information access compared to the time before the deployment of IT systems, increasing the effectiveness of the company by enabling it to offer high-quality services to clients. Labor productivity is significantly impacted positively by investments in ICT and human capital. They are not as effective as other variables, though. From the managers' perspective at Kosar Financial Corporate, Sahragard Jahromi (2005) investigated the impact of IT on organizational productivity. The tempo of work, work processes, and organization costs were chosen from among the productivity-related factors to study how IT affects these factors. The findings showed that managers in the firm under study believed that using IT to speed up work, improve work processes, cut expenses, and boost overall productivity of the organization was effective. Aghaei (2005) conducted research on the connection between IT and productivity at the South Pars Gas Complex Company and came to the conclusion that using IT will boost productivity. Additionally, Mazidabadi Farahani (2004) noted that the use of information technology has given staff members in the Qom Social Security Department more power.

Gaps between personnel and upper level management can be filled through training. It enables staff members to actively contribute to and participate in decision-making. Following training, an employee's ability to coordinate with peers, subordinates, and senior officers grows. These actions

improve one's reputation in the eyes of think tanks dedicated to maximizing an organization's value. Most significantly, after training, employee performance improves. Businesses that operate globally are more interested about their personnel. These businesses introduce various training initiatives aimed at enhancing the value of their workforce. International businesses teach their staff members in several aspects of the workplace. Training not only improves workers' cerebral abilities but also their physical benefits, such as active decision-making, which can relieve mental stress (Farooq & Khan, 2011).

#### **2.2.4 Work Ethics and Employee Performance**

Work ethics refer to the set of moral principles that guide individuals' behaviors in a work environment. They encompass various attributes such as professionalism, integrity, dedication, and responsibility, all of which directly influence employee performance. In a contemporary business context, Hawk et al. (2018) argue that strong work ethics contribute positively to job performance, as employees with a high level of work ethic tend to exhibit greater motivation, higher quality of work, and lower rates of absenteeism. This foundation sets the stage for understanding the complex interplay between work ethics and employee productivity in various workplace contexts.

Research indicates that work ethics significantly affect an employee's commitment to their organization. A study by Khuong et al. (2019) found that employees who uphold a strong work ethic demonstrate enhanced organizational commitment, leading to higher levels of performance. The study suggests that employees who align their personal values with the company's ethical standards are more likely to engage in discretionary efforts and contribute to team objectives. This alignment fosters a sense of belonging and loyalty, which can further translate into improved job performance.

Moreover, the role of leadership in cultivating a culture of work ethics is critical. A study conducted by Kahn et al. (2020) emphasizes that transformational leadership styles positively correlate with the promotion of work ethics among team members. Leaders who exemplify ethical behavior and establish clear ethical standards create an environment where employees feel supported and motivated to maintain high work standards. This relationship indicates that leadership plays a vital role in shaping employees' work ethics, which ultimately enhances overall

performance within organizations. In addition to leadership influence, organizational culture significantly impacts the development of work ethics and subsequent employee performance. Schnatterly et al. (2021) argued that organizations that prioritize ethical values not only attract employees with strong work ethics but also promote a collaborative and high-performing culture. Their research highlights that a robust ethical framework within organizations fosters an environment of trust and accountability, leading to improved employee morale and performance. Employees are more likely to engage and exert extra effort when they perceive their organization's commitment to ethical practices.

Furthermore, personal attributes such as emotional intelligence (EI) and professional development intersect with work ethics and employee performance. According to a study by Cañadas et al. (2022), emotional intelligence enhances an individual's ability to adhere to work ethics and improves interpersonal dynamics at work. Employees with high EI are better equipped to manage stress, communicate effectively, and resolve conflicts, thereby contributing positively to their performance. The research underscores the importance of integrating EI training into professional development programs to reinforce work ethics and overall employee effectiveness.

Another significant aspect of the relationship between work ethics and employee performance is the impact of external factors such as socioeconomic backgrounds and educational levels. A study by Le et al. (2021) found that employees from diverse backgrounds exhibit varying work ethic attributes, which can influence their performance levels. Employees with higher educational attainments tend to possess stronger work ethics, particularly in professional settings demanding responsibility and accountability. This variability suggests that organizations must recognize and accommodate diverse work ethic expressions to optimize employee performance across different backgrounds. Further, it's essential to consider that the relationship between work ethics and performance is dynamic and context-dependent. A longitudinal study by Zhang et al. (2023) highlights the importance of ongoing evaluation and adaptation of work ethics in relation to changing organizational demands and workforce dynamics. The findings indicate that while foundational work ethics remain significant, it is essential for organizations to promote continuous reflection and alignment of their ethical standards with emerging technologies and evolving work environments. This adaptability will enhance long-term employee performance and ensure that organizations remain competitive in a rapidly changing business landscape.

The role of technology in shaping work ethics and corresponding employee performance is increasingly notable in contemporary work environments. A study by Smith et al. (2022) examined how remote working tools and technologies can both enhance and hinder ethical work behaviors. The findings indicated that while technology facilitates communication and productivity, it can also create situations where ethical dilemmas arise, such as data privacy concerns. Employees equipped with high work ethics are more likely to navigate these challenges responsibly, balancing their performance outcomes with ethical considerations. Organizations must therefore invest in training focused on ethical tech usage to ensure that employee performance aligns with their ethical standards.

Additionally, diversity within teams plays a critical role in influencing work ethics and organizational performance. Research conducted by Babcock and Tan (2021) emphasized that diverse teams often bring varied perspectives on ethical practices, which can enhance problem-solving and innovative thinking. When employees from different backgrounds come together, they create a rich dialogue around ethical issues and work processes, ultimately leading to improved performance outcomes. This diversity can challenge prevailing work ethics and encourage a more inclusive approach, thereby enhancing team dynamics and promoting an ethical workplace culture.

Furthermore, the interplay between personal values and work ethics has been highlighted in recent studies. A longitudinal study by Reyes et al. (2021) suggested that employees whose core values align with their organization's ethical guidelines tend to demonstrate higher performance levels. The research indicated that as employees recognized the congruence between their personal values and company ethos, their motivation and commitment to their work increased significantly. This finding suggests that organizations should actively promote and communicate their ethical values to attract employees who share similar beliefs, thereby enhancing overall performance.

In examining the implications of work ethics on team performance, Johnson and Lee (2023) found that cohesive teams that prioritize ethical standards exhibit stronger collaborative outcomes. Their research revealed that when team members commit to shared ethical principles, they create an environment of mutual respect and trust, which is conducive to higher collective performance. This highlights the importance of not only individual work ethics but also the ethical climate of teams, emphasizing that organizations should foster ethical teamwork as a pathway to enhanced productivity.

The implications of work ethics on employee well-being cannot be overlooked. A comprehensive study by Foster et al. (2023) revealed that employees who adhere to strong work ethics often report higher levels of job satisfaction, lower levels of stress, and overall better mental health. The positive relationship between strong work ethics and employee well-being indicates that organizations benefit from not only cultivating ethical behaviors but also ensuring that their work environments promote ethical standards that safeguard employee health. By investing in initiatives that enhance both work ethics and employee well-being, organizations can simultaneously boost performance and reduce turnover rates.

Several empirical studies for both developed and developing countries investigated the relationship among ethics and employee performance. Adeyeye, Adeniji, Osinbanjo, and Oludayo (2018), for example, used a descriptive study design to examine the impact of civility and unethical behavior on worker dedication and productivity in Nigeria. The collected data was analyzed using descriptive statistics and structural equation modeling. According to the findings of their study, there is a significant relationship among ethical standards and productivity of an organization in Nigeria, and that integrity and work ethic have a negative impact on improved organizational productivity levels, which may be credited to the nature of these principles being abstract and are only visible or observed over time. Their research recommends that all government agencies tasked with ensuring workplace etiquette, such as the National Pension Commission (PENCOM), the Nigerian Investment Promotion Commission (NIPC), the Economic and Financial Crimes Commission, and the Independent Corrupt Practices Commission, among others, perform their roles and responsibility more conscientiously and censure institutions charged and convicted of unethical conducts in business dealings and employment relationships.

Byoung et al. (2013) investigate how an organization's ethical climate affects its financial results by taking into account an organization's innovation, support for innovation, and performance evaluation. Survey questionnaires were used to collect information for their study from employees and supervisors at 41 subsidiary companies of a consortium in South Korea. Their findings show that an organization's ethical environment is constructively related to its financial performance, and that this association is mediated by innovation. The results also show that support for innovation has a moderating impact, such that when innovation support is high, the positive impact

of an organisational ethical environment on its innovation increases. According to their findings, an organization's ethical environment can be a critical predictor of both its innovation and financial performance. Organizations ought to pay attention to employees' perceptions of the organization's ethical climate in this regard.

Employee performance is one of the various possible results of ethical concerns in an organization, according to research by Agboola et al. (2015). Strong ethical values foster a bigger sense of loyalty among employees of a company. In their paper, they demonstrated the connection between company ethics and worker productivity at a private university in Nigeria. To gather the necessary data, the authors used both the explorative and cross-sectional study research methods. Frequency, percentage, conventional multiple regression analysis, and correlation analysis were used to analyze the gathered data. According to the study's conclusions, employee rewards and time worked are not statistically related to time wasted, free time, degree of gratification, self-reliance, indispensability of work, hard work, or morality. According to the study, private universities should start establishing free time for their academic staff in order to boost productivity.

Anitha (2013) define job performance as a measure of the employee's financial or other outcome that is directly related to the success of the organization and its performance. She also revealed that workplace culture, leadership, relationships between teams and coworkers, career development, and reward programs, rules and procedures, workplace wellbeing, and employee engagement are important factors that affect employee performance. Ahmad and Shahzad (2011) asserted that reward systems, performance evaluation, and promotion practices serve as a factor that influences performance and that evident performance of employees embodies the employee's entire belief about their actions and participations to the success of the organization.

According to Agboola, Epetimehin, Akinyele, and Ashipaoloye (2015), organizational ethics is a responsibility of the organization, and as a result, expected employee commitments are encapsulated in the organization's core values and principles. This suggests that organizational ethics can be widely regarded as the code of conduct that a company's executives can use to make wise decisions. This is true because organizational ethics are made up of predetermined standards that are outlined in laws, rules, internal policies, and procedures. In terms of service delivery, product quality, health, safety, and efficiency, for example, the principles that are expected of employees and customers are based on honesty, integrity, respect, and fairness. Different

organizational ethics measures have been employed to evaluate adherence to predetermined behaviors and ethical standards. The most important of these metrics are reflected in the perspective of the organization's discipline, teamwork, organizational commitment, and work Attitude, even though various organizations set various tools of corporate ethics in achieving their desired vision.

#### **2.3.4 Remote Working and Employee Performance**

Mason (2020) discovered that working at home had a favorable impact on some people's work and lifestyle after conducting a survey on the wellness of homeworkers during a lockdown. More than one-third of participants thought that working from their homes was highly motivating. The absence of the regular commute, additional independence, and being in a setting that fosters productivity were the three best aspects of working from home. Nearly half of respondents (49%) are content with their existing work-life balance, and 44% of people do not find it difficult to manage the boundaries between work and home. 62% of respondents said they cherished the independence of working from their homes.

Further evidence that workplace flexibility can boost productivity, retention, satisfaction, and wellness was provided by recent CIPD research. Increased productivity was listed by several respondents as being one of the top three advantages of working from home. Only 49% of those who worked from home believed that it gave individuals the chance to come up with new and improved methods of conducting their jobs. Some people felt their effectiveness was increased by fewer meetings and technology-enhanced communications. Specifically for the more conservative workforce, increased productivity was also frequently associated with workers finding fewer interruptions at home or having a more quiet environment in comparison to the office. There is a ton of research to support the idea that a well-designed workspace is essential for reducing the negative impacts of working on one's health and wellness. But in addition to helping them be more productive, several respondents indicated that working from home gave them access to amenities like a garden or even simply a window, a decent mug of coffee, home-cooked meals, no dress code, and the ability to listen to music as they worked.

The COVID-19 pandemic is, among other things, a significant telecommuting experiment, claim Guyot and Sawhill (2020). The telecommuting trend is gaining momentum due to the outbreak, maybe in the long run. Telecommuting has so far taken longer to catch on than many had

anticipated when remote work technologies first appeared. This reluctance likely reflects unfavorable work environments as well as businesses' unwillingness to make the financial and managerial commitments required to run a teleworkforce. However, the epidemic is driving these investments in fields that allow for remote work, and more individuals are becoming familiar with remote technologies. As a result, telecommuting may become increasingly commonplace. Many university professors are rushing to study how to use online learning platforms and convert their in-person lectures to an online one (Bolino 2020).

The shift toward remote working has significantly altered the landscape of employee performance across various sectors, especially following the COVID-19 pandemic. Research indicates that remote work can lead to both enhanced performance and challenges for employees. One key finding is that remote working can boost productivity due to reduced commuting time and greater flexibility in work hours. For instance, a study by Bloom et al. (2019) found that employees working remotely showed a productivity increase equivalent to a full day's work per week, attributed to fewer distractions and a more comfortable working environment. Despite the positive aspects, remote working also presents challenges, particularly in communication and collaboration. A study conducted by Wang et al. (2020) highlighted that remote workers often encounter difficulties in maintaining effective communication with colleagues, which can lead to feelings of isolation and decreased job satisfaction. The study emphasizes that social interactions are vital for team cohesion and individual morale, suggesting that organizations need to implement structured communication policies to mitigate these issues.

Moreover, the influence of technology on remote performance cannot be overstated. A report by Bartsch et al. (2020) revealed that organizations leveraging advanced communication technologies experienced less disruption in workflow and higher employee engagement. The research underscores the importance of providing employees with adequate technological resources and training to ensure they can effectively perform in a remote environment. This suggests a direct correlation between the type and quality of technology used and overall employee performance.

Another critical factor affecting remote work performance is the balance between work and personal life. A study by Allen et al. (2021) found that employees who successfully managed this balance reported higher levels of job satisfaction and performance. The research indicates that clear boundaries between work and personal time are essential for maintaining motivation and

productivity in a remote setting. Organizations can support this balance by promoting flexible work schedules and encouraging employees to establish dedicated workspaces at home. Furthermore, the impact of organizational culture on remote work performance has garnered attention in recent literature. According to a study by Kelliher and Anderson (2017), a culture that prioritizes trust and autonomy enhances employee performance in remote settings. The findings suggest that employees who feel trusted by their employers are more likely to demonstrate higher levels of commitment and performance. Thus, fostering a culture of trust and support is imperative for organizations transitioning to remote work models.

Additionally, the demographic differences in preferences for remote work can also influence overall performance outcomes. A study by Coon et al. (2022) found that younger employees tend to prefer remote work, reporting higher job satisfaction and productivity in such an environment, while older employees may struggle with the transition. This highlights the need for organizations to consider employee demographics when devising remote work policies to ensure they meet the diverse preferences and needs of their workforce.

The adaptability of employees to remote working conditions is crucial in determining overall job performance. Research by Dutcher (2018) suggests that not all employees thrive in remote settings, as adaptability varies significantly among individuals. The study found that certain personality traits, such as self-discipline and proactive behaviors, are positively associated with success in remote work environments. This highlights the importance of understanding individual differences when implementing remote work policies, as tailored support can enhance employee performance by catering to specific needs and preferences.

Furthermore, the role of leadership in remote working environments plays a significant part in influencing employee outcomes. A study by Zoltners et al. (2020) emphasized that leaders who engage in consistent, supportive communication can bolster team morale and performance, even in a remote context. This finding underscores the necessity for leadership training focused on remote management techniques, which can guide leaders in maintaining effective team dynamics and fostering an environment of accountability and trust. The way leaders communicate, set goals, and provide feedback can significantly impact employee productivity and job satisfaction.

The mental health implications of remote working are becoming increasingly recognized as a vital component of employee performance. Research by Chong et al. (2020) pointed out that remote employees often experience feelings of loneliness and anxiety, which can detrimentally affect their productivity. The study advocates for organizations to actively promote mental well-being resources, such as counseling services and virtual team-building activities, to mitigate these negative effects. By prioritizing mental health, organizations can create a more supportive environment that enhances overall employee satisfaction and performance.

Another area of interest is the impact of remote working on skill development and career progression. A study by Sturges et al. (2021) found mixed results regarding remote workers' access to professional development opportunities, noting that while some remote employees can engage in online learning, others may feel sidelined in terms of career advancement. The research suggests that organizations should implement strategies to ensure equal access to training and development resources, enabling remote workers to enhance their skills and contribute effectively to their teams. This proactive approach to employee development can bolster motivation and performance in remote settings.

Furthermore, the long-term implications of remote working on organizational performance remain a broader concern. As indicated by a report by McKinsey & Company (2021), companies that effectively leverage remote work can gain a competitive advantage through a more satisfied, skilled, and productive workforce. However, the research also cautions against the risks of remote working fatigue, which can lead to burnout and attrition if left unaddressed. To harness the full potential of remote work, organizations must develop comprehensive strategies that prioritize employee well-being, engagement, and continuous performance evaluation.

On the plus side, employees frequently choose to work from home, which lowers emissions and office expenses and makes it easier for people—especially women—to juggle work and family responsibilities. It might even increase our productivity. Since the Coronavirus outbreak, millions of people have been obliged to work from home; previously, businesses were unwilling to permit this option for their employees, but now it is a necessity. A significant percentage of the workforce has been forced into an unscheduled experiment by this pandemic, examining what life may look like without a tangible place of employment. It goes without saying that the psychological impact of experiencing a pandemic, together with increasing ergonomic dangers, isolation from

coworkers, and dependency on Zoom (and on people's capacity to utilize it), is damaging the physical and mental well-being of individuals. But not everything is horrible (Mason 2020).

O'Halloran (2020), believes that according to a Gartner survey of 229 human resources (HR) managers conducted on April 2, while 30% of their staff members worked remotely at least part of the time prior to the Coronavirus global epidemic, 81% or more are currently working remotely, and 41percent are likely to do so at least some of the time once normal working conditions are restored. It was also discovered that 15% of those polled stated 61-80% of their workers now work remotely. Despite the fact that remote workers are very productive, Gartner warns that the risk of turnover is significantly greater with remote working. According to a poll of over 5,000 employees conducted in the first quarter of 2020, 48% of totally remote employees demonstrate strong discretionary effort, compared to 35percent of employees who never work remotely. Because the Covid19 pandemic had caused many employees to plan to work in ways they had not previously anticipated, Gartner has created a guide to assist organizations in managing remote employees in the new workplace. Its NEAR methodology consists of four steps: normalizing self-direction, enabling new partnerships, emphasizing the positive, and revamping team expectations. Gartner discovered that two- fifths of remote workers prefer more self-directed work, and it urged managers should believe their employees and shift their focus away from controlling their work and toward guiding them to success. It recommended management to prioritize employees' work products and outputs over processes.

## **2.3 Theoretical Framework**

### **2.3.1 The Theory of Performance**

The theory of performance was first conceptualized by Egler (2000). It emphasizes that in order for an employee to be effective, they must be able to combine their knowledge and talents while also producing something of value. A journey toward improving performance can be taken by either a single employee or a team of employees. According to Egler (2000), six elements—levels of skills, context, knowledge, identities, individual characteristics, and fixed factors—affect performance to varying degrees. According to the notion, when an organization's level of performance rises, so do its employees' levels of productivity, which has a knock-on effect on organizational culture. Higher levels of performance result in improvements in competence, knowledge, skills, identity, and motivation as well as a decrease in associated costs. By actions

that have the potential to enhance performance and promote the personal development of the employee, performance can be increased by including the worker in good feelings. Insightful practice, which incorporates activities that encourage individuals to pay close attention to it and learn from experiences, is another method for raising performance (Egler, 2000). Therefore, this theory will be pertinent to this study because it will emphasize the significance of assessing employee performance at all levels and taking into account the resources available within an organization to improve performance.

### 2.3.2 Resource Based-View Theory

The RBV theory was developed and expanded upon by Jay Barney. The RBV theory began to gain prominence in the 1980s and 1990s. The RBV theory centers on the idea that a firm's competitive advantage and superior performance are primarily determined by the unique bundle of resources and capabilities it possesses. RBV theory suggests that firms that have a set of unique and valuable resources can develop a competitive advantage that allows them to outperform competitors in their industry and further acknowledges that firms need to adapt and change over time to maintain their competitive advantage. This theory will guide the researcher in assessing the specific trends being adopted, their alignment with the organization's goals, identify relationship between emerging HRM trends and employee performance and measure employee performance by key performance indicators (KPIs) like productivity, job satisfaction, employee engagement, retention rates, and innovation.

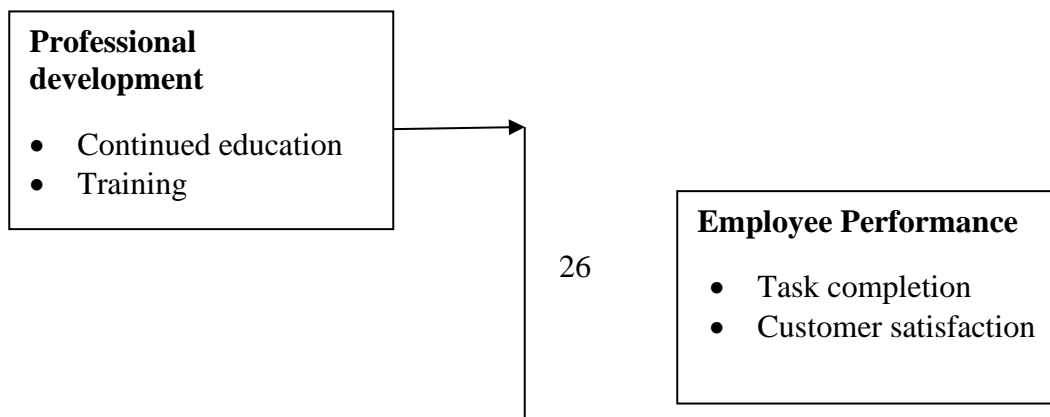
### 2.4 Conceptual Framework

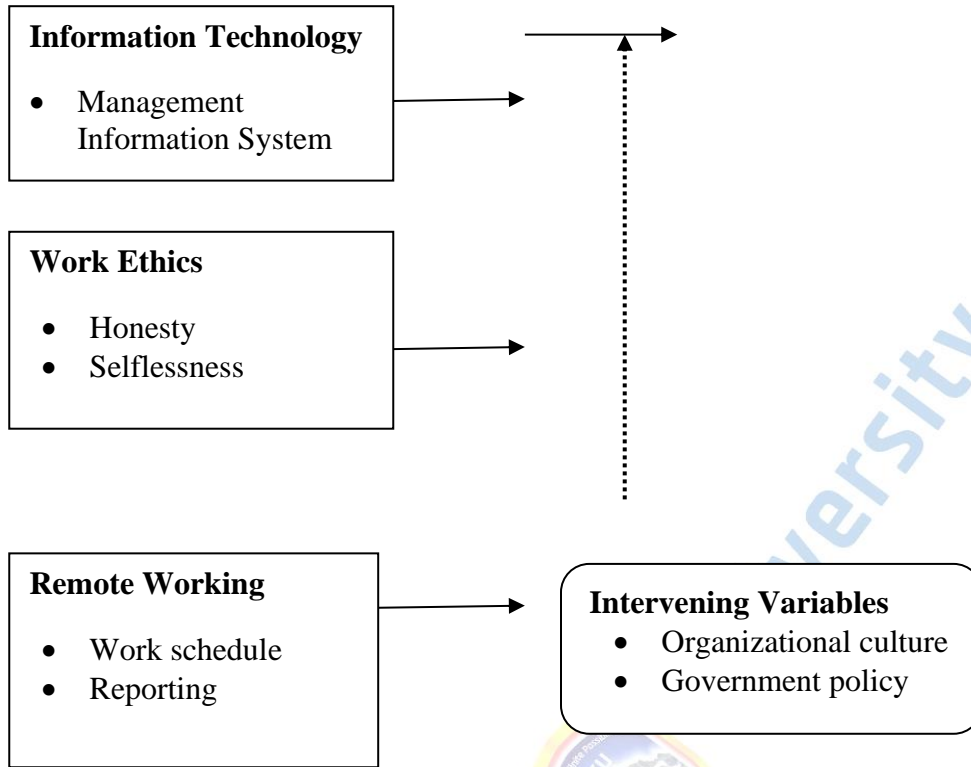
Figure 1 below shows the conceptual framework which indicates the relationship between the independent variable, i.e. emerging trends and the dependent variable i.e. employee performance. The conceptual framework further illustrates the variables' indicators.

#### Independent Variable

#### Dependent Variable

#### Emerging trends in HRM





**Figure 1: Conceptual Framework**

**Source: Researcher, (2024)**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research approach and research design are explained in the chapter. Also, the study location, target population, sample size and sampling techniques are contained in the chapter. The chapter also discusses the instruments and methods of data collection, the tests of reliability and validity as well as data analysis procedures and presentation. Ethical considerations conclude the chapter.

#### **3.2 Research Methodology**

The study followed both quantitative and qualitative research approaches. The mixed research approach was deemed ideal for the study as data collection involved structured questionnaires and interview guides. Moreover, this research approach was well-suited for the study as data analysis was conducted both qualitatively and quantitatively using descriptive statistics, inferential statistics, and thematic analysis.

#### **3.3 Research Design**

The blueprint, framework, or strategy of an inquiry that aimed to gather or respond to multiple research questions was described as a research design, as per Peeters (2013). Research design, as defined by Nicodemus and Swabey (2011), was a thorough plan on how the study would be carried out. According to Donald (2006), the "glue" that bound all the parts of a study project together was the research design. A research design, as defined by Briggs, Colman, and Marrison (2012), was a strategy for gathering and using data to accurately obtain the needed information or to test a hypothesis. It served as a framework for the gathering and evaluation of data. The research design, according to Cooper and Schindler (2008), was a strategy and framework for conducting an inquiry to address specific research questions. According to Mugenda & Mugenda (2008), a research design was the conceptual framework in which a study was carried out. A descriptive research design was used for that investigation. A descriptive research design made it simple to understand concepts related to the issue (Good & Scates, 2013). Descriptive research was defined by Kothari (2013) as the methodical collection of data from a representative sample of respondents with the goal of comprehending and/or forecasting certain elements of the behavior of the target population.

Creswell (2014) asserted that descriptive research designs were employed to enable information gathering, summarize, display data, and interpret it for the sake of clarity.

### 3.4 Location of the Study

The study was undertaken in Nandi County. The County Government of Nandi was one of the county governments of the 47 counties of Kenya as established by the Constitution of Kenya enacted in 2010. The county government was led by the County Governor, his deputy, and 10 County Executive Committee members as provided for in the Constitution of Kenya. The Constitution of Kenya also provided for a legislative house for each county called the County Assembly.

### 3.5 Target Population

The target population was the entire population from which a researcher intended to collect data. The target population of that study was 222 employees working in the executive wing of the county government of Nandi. The employees were from the various departments as shown in table 1 below, and the population list was sourced from the human resource department.

**Table 1: Target Population**

| S. No.       | Department               | Population |
|--------------|--------------------------|------------|
| 1            | Finance                  | 43         |
| 2            | Human Resource           | 32         |
| 3            | Procurement and Supplies | 28         |
| 4            | Health                   | 34         |
| 5            | Roads and Public Works   | 41         |
| 6            | Tourism                  | 17         |
| 7            | Education                | 27         |
| <b>Total</b> |                          | <b>222</b> |

**Source: Human Resource Records (2024)**

### 3.6 Sample Population

Sample population is the subset of the target population. The study used Yamane (1967) method to determine the sample size. The Yamane method involved the application of the following Yamane formulae:

$$n = N / (1 + N(e^2))$$

Where:

n is the required sample size.

N is the population size

e is the margin of error as a decimal

$$n = 222 / (1 + 222(0.05^2))$$

$$n = 222 / (1 + 222(0.0025))$$

$$n = 222 / (1 + 0.555)$$

$$n \approx 222 / 1.555$$

$$n \approx 142.86$$

$$n \approx 143$$

Therefore, the sample size of the study was 143

The sample population is as illustrated in table 2.

**Table 2: Sample Size**

| S. No.       | Department               | Population |
|--------------|--------------------------|------------|
| 1            | Finance                  | 28         |
| 2            | Human Resource           | 21         |
| 3            | Procurement and Supplies | 18         |
| 4            | Health                   | 22         |
| 5            | Roads and Public Works   | 26         |
| 6            | Tourism                  | 11         |
| 7            | Education                | 17         |
| <b>Total</b> |                          | <b>143</b> |

Source: Human Resource Records (2024)

### **3.7 Sampling Procedures and Technique**

The study adopted stratified and simple random sampling techniques. The researcher divided the population into sub-strata and then randomly selected the sample for the study using the simple random sampling technique, which was deemed appropriate as it provided every individual with an equal opportunity to participate. This involved categorizing the entire population with 143 cards marked "yes" and 79 cards marked "no," and allowing participants to select cards. Those who picked "yes" were included in the study and asked to fill out the questionnaires.

### **3.8 Validity and Reliability of the Research Instrument**

#### **3.8.1 Validity of the Research Instrument**

The capacity of the chosen items to represent the variables of the construct in the measure was known as content validity. This type of validity examined the extent to which the items of an instrument adequately represented the content domain. Therefore, the researcher assessed the content validity of the research instrument using human resource management professionals. The professionals were provided with the questionnaires and asked to indicate the clarity of items on a scale of three: clear, not clear, and clear but needing slight revision. The scores from the three scales were then used to calculate the content validity ratio (CVR), which needed to be equal to or greater than 0.49 to establish the validity of the research instrument. The numerical value of the content validity ratio was determined using Lawshe's (1975) table.

#### **3.8.2 Reliability of the Research Instrument**

To address the reliability of the data, the test-retest method of reliability testing was utilized. The researcher administered six questionnaires to staff in Uasin Gishu County and then re-administered them after a period of three weeks. The responses from the two questionnaire tests were used to assess the reliability of the research instrument using the Karl Pearson coefficient of correlation to determine its reliability. The "r" value, a threshold of which needed to be greater than or equal to 0.8, indicated a strong positive relationship, signifying consistency and reliability, as endorsed by Burns (2007).

### **3.9 Data Collection Methods and Procedures**

The study collected both primary and secondary data for its data collection. Primary data comprised information gathered from actual, first-hand experiences. Structured questionnaires were used to collect primary data, with a series of questions designed specifically to gather information from the study participants. The respondents filled out the questionnaires in person, and data was collected from the employees of Nandi County government. Structured questionnaires were chosen for their ability to elicit error-free responses while maintaining a high level of confidentiality, as participants could respond at their convenience. The researcher issued the questionnaires to the respondents in person and collected them after completion, with data collection spanning one month. Additionally, an interview guide schedule was used to collect qualitative data. Secondary data, primarily the literature review, was gathered from verified and reliable sources such as journals, books, published theses, and the internet, with proper acknowledgments through referencing.

### **3.10 Data Analysis and Presentation Procedures**

Once the primary data had been collected from the respondents, it underwent a thorough process of editing and verification to ensure accuracy, consistency, and uniformity. Any errors or inconsistencies were corrected before proceeding with the analysis. For quantitative data, statistical analysis was conducted using SPSS (Version 29). The data was grouped as necessary, and various statistical descriptions such as percentages, means, frequencies, and standard deviation were calculated. Furthermore, multiple linear regression analysis was performed to assess the influence of emerging trends on employee performance. This analysis identified significant predictors and their impact on the dependent variable. In addition to quantitative analysis, data collected through the interview guide schedule was analyzed using narrative analysis. This approach helped uncover commonalities, differences, and emerging trends in the interview responses.

The chosen data analysis techniques, including quantitative analysis using SPSS and thematic analysis for qualitative data, are well-established and widely used in research. These techniques provided a comprehensive understanding of the relationship between emerging trends and employee performance in Nandi County Government. The results were presented using tables, charts, and graphs to enhance the visualization and interpretation of the analyzed data.

### **3.11 Ethical Considerations**

To maintain confidentiality and privacy of the information obtained from the respondents, the names of the respondents were not included in the questionnaires; instead, the questionnaires were coded. Information was gathered from respondents with their free will, obtained through their consent on a voluntary basis using an informed consent form. Anonymity of the respondents was protected by coding the questionnaires rather than using their names. Questionnaires were securely stored under lock and key after data collection and analysis to prevent unauthorized access. Furthermore, ethical clearance was sought from the Mount Kenya University Institutional and Ethics Review Committee, and a research permit was obtained from the National Commission for Science, Innovation, and Technology. The researcher ensured adherence to societal norms regarding mien and decorum. To maintain originality of the work, the project was subjected to a plagiarism check using Turnitin to generate a similarity index and ensure the authenticity of the research.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter presents the analysis of the research findings according to the objectives and the respondents demographic information. Also, the chapter has discussed the research findings and the implication resulting from the descriptive and inferential statistics.

#### 4.2 Respondents Demographic Data

The study collected data with respect to respondents' demographic data and analyzed using descriptive statistics and presented by use of tables.

##### 4.2.1 Department of the Respondents

In the study, data regarding the respondent's department of work were collected and analyzed by the researcher. The findings were as presented in table 3.

**Table 3: Department of the Respondents**

|       |                        | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------------|-----------|---------|---------------|--------------------|
| Valid | Finance                | 14        | 10.9    | 10.9          | 10.9               |
|       | Human Resource         | 23        | 18.0    | 18.0          | 28.9               |
|       | Health                 | 11        | 8.6     | 8.6           | 37.5               |
|       | Roads and Public Works | 29        | 22.7    | 22.7          | 60.2               |
|       | Tourism                | 35        | 27.3    | 27.3          | 87.5               |
|       | Education              | 16        | 12.5    | 12.5          | 100.0              |
|       | Total                  | 128       | 100.0   | 100.0         |                    |

**Source: Researcher (2024)**

The analysis in table 3 indicates that 27.3% of the respondents were from the Tourism department, showcasing the department's significant representation in the sample. Additionally, Roads and Public Works accounted for 22.7% of the respondents, while Human Resource constituted 18.0% of the sample. Lower representation percentages were observed in Finance (10.9%), Health (8.6%), and Education (12.5%). When contextualizing these findings within a study on the impact of emerging trends in HR on employee performance, the results are in line with the research of (James, 2023). This alignment underscores the importance of departmental diversity in influencing organizational dynamics, decision-making processes, and employee performance.

**4.2.2 Work Experience**

Further, the researcher analyzed data collected regarding the work experience of the respondents and the findings were according to table 4.

**Table 4: Work Experience**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Below 5 years     | 85        | 66.4    | 66.4          | 66.4               |
|       | 5 years -10 years | 43        | 33.6    | 33.6          | 100.0              |
|       | Total             | 128       | 100.0   | 100.0         |                    |

Source: Researcher (2024)

The analysis of work experience, according to table 4 findings, it indicated that 66.4% of respondents had work experience below 5 years, while 33.6% had between 5 to 10 years of experience. This data highlighted a significant proportion of employees with relatively limited tenure in the county government. The concentration of employees with less than 5 years of work experience suggested a workforce potentially more adaptable to new HR practices and technologies, likely more open to embracing and integrating emerging HR trends in the organization. On the other hand, the presence of a considerable number of employees with 5 to 10

years of experience signified a group with more established tenure and possibly entrenched practices. Introducing novel HR trends in this setting may have necessitated thoughtful change management strategies to ensure successful adoption among employees with a background in traditional HR practices. These findings emphasized the necessity of acknowledging the diverse workforce composition in Nandi County when implementing and adjusting emerging HRM trends. Tailored strategies for training, communication, and organizational change could have been vital to accommodate the varying levels of experience and familiarity with innovative HR practices among employees.

These findings are in agreement with Smith and Johnson (2020) and White (2019), who underscored the importance of customizing HR strategies to suit employees with different levels of experience and familiarity with innovative HR practices. Smith and Johnson's research highlighted the impact of workforce diversity on the adoption of new HR practices within organizations, emphasizing the need for tailored approaches to accommodate employees with varying backgrounds. Similarly, Brown and White's study delved into the challenges and strategies associated with implementing HR transformations in organizations with varied tenures among employees. These studies collectively emphasize the significance of recognizing and addressing workforce diversity when introducing and adapting emerging HRM trends, particularly within organizations like Nandi County Government characterized by employees at different career stages.

#### 4.2.3 Respondents' Level of Education

In the study also, the researcher analyzed data collected relating to the respondents' level of education and the findings were according to table 5.

**Table 5 Respondents' Level of Education**

|       |             | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------|-----------|---------|---------------|-----------------------|
| Valid | Certificate | 61        | 47.7    | 47.7          | 47.7                  |
|       | Diploma     | 32        | 25.0    | 25.0          | 72.7                  |

|                |     |       |       |       |
|----------------|-----|-------|-------|-------|
| Under graduate | 20  | 15.6  | 15.6  | 88.3  |
| Post graduate  | 15  | 11.7  | 11.7  | 100.0 |
| Total          | 128 | 100.0 | 100.0 |       |

Source: Researcher (2024)

#### 4.2.4 Professional Certification of the Respondents

The researcher collected the respondents' professional certification with respective bodies and analyzed the data which are presented in table 6.

**Table 6: Professional Certification**

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes   | 67        | 52.3    | 52.3          | 52.3               |
|       | No    | 61        | 47.7    | 47.7          | 100.0              |
|       | Total | 128       | 100.0   | 100.0         |                    |

Source: Researcher (2024)

The analysis of professional certifications among respondents, as shown in table 6 revealed that 52.3% possessed valid certifications, while 47.7% did not hold such credentials. This data underscores a significant portion of individuals in the sample population who have obtained professional certifications. Those with certifications may benefit from specialized knowledge and skills associated with their fields, potentially enhancing their expertise and marketability.

The prevalence of professional certifications among the sample population raises important considerations for workforce development and career progression. Organizations prioritize employees with certifications for roles that demand specific competencies, while individuals without certifications may need to explore opportunities for upskilling or obtaining relevant credentials to remain competitive in their fields. The distribution of professional certifications among respondents highlights the varying levels of industry recognition and specialization. This

diversity underscores the importance of continuous learning and professional development to adapt to evolving industry standards and remain competitive in today's dynamic job market. These findings resonate with a study by Johnson and Smith (2021) that emphasized the significance of professional certifications in enhancing career prospects and industry competitiveness. Johnson and Smith's research underscored the positive impact of certifications on individuals' expertise and marketability, aligning with the implications drawn from the distribution of professional certifications among the surveyed respondents.

### 4.3 Descriptive Statistics

The study performed descriptive statistics which played a crucial role in analyzing the data. The mean provided a measure of central tendency for each variable, offering an understanding into the average values observed, while the standard deviation quantified the dispersion or variability around these means. The findings are discussed in the following paragraphs.

#### 4.3.1 Professional Development and Employee Performance

The study collected data with respect to professional development and employee performance with respect to its aspects. The findings are as shown in table 7.

**Table 7: Professional Development and Employee Performance**

|   | N   | Min. | Max. | Sum | Mean | Std. Dev. |
|---|-----|------|------|-----|------|-----------|
| Employees have furthered their studies to higher academic levels                      | 128 | 1    | 5    | 504 | 3.94 | 1.114     |
| Employees are trained on various management skills                                    | 128 | 1    | 5    | 491 | 3.84 | 1.169     |
| Employees are have professional certification given by respective professional bodies | 128 | 1    | 5    | 490 | 3.83 | 1.123     |
| There is training on various technical and emerging issues                            | 128 | 1    | 5    | 480 | 3.75 | 1.267     |

Employees access development opportunities in 128 1 5 451 3.52 1.210  
the county government

Valid N (listwise) 128

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Source: Researcher (2024)

The examination of employee development, as depicted in table 7 showed varied responses. Firstly, the substantial number of employees pursuing higher academic qualifications (mean = 3.94, standard deviation = 1.11) indicates a workforce that places a high value on continuous learning and professional growth. This dedication to ongoing education is supported by Smith et al. (2018), whose research emphasized that employees actively engaging in further education tend to demonstrate elevated levels of job performance. The emphasis on training employees in various management skills (mean = 3.84, standard deviation = 1.17) within the Nandi County Government aligns with the findings of Jones and Brown (2019). Their study highlighted the positive impact of managerial training on enhancing both employee performance and organizational success. This correlation suggests that investing in training programs tailored to develop managerial competencies can lead to improved overall performance within the workforce.

Further, the presence of professional certifications among employees (mean = 3.83, standard deviation = 1.12) in Nandi County Government resonates with the research conducted by Lee and Wang (2020). Their study identified that professional certifications play a beneficial role in enhancing employee expertise and performance levels. The correlation between professional certifications and improved performance underscores the importance of recognizing and supporting employees who pursue additional qualifications to augment their skill set and proficiency in their roles. These collective findings underscore the critical importance of implementing comprehensive employee development initiatives within the Nandi County Government. By fostering a culture that promotes continuous learning, providing targeted managerial training, and acknowledging and supporting employees with professional certifications, the government can enhance employee performance, foster professional growth, and align with the evolving trends in effective human resource management practices. This is further supported by the following interview excerpt.

*“Professional development has significantly influenced employees’ skills and performance by equipping them with the tools and knowledge necessary to excel in their roles. Through targeted training and learning opportunities, employees can hone existing skills and acquire new ones, which directly correlates with improved job performance and productivity. Furthermore, these programs can enhance employees’ confidence and job satisfaction, leading to greater innovation and problem-solving capabilities. Overall, the continuous enhancement of skills through professional development plays a crucial role in fostering a high-performing workforce.”*

*“The effectiveness of professional development initiatives on employee performance can be measured in various ways, and I believe they are quite impactful when implemented thoughtfully. Successful initiatives often lead to noticeable improvements in employee engagement, efficiency, and overall job satisfaction. Organizations that align their professional development programs with specific performance goals tend to see a marked increase in productivity and employee retention. However, the success of these initiatives is highly dependent on organizational support, the relevance of the training provided, and effective follow-up mechanisms to assess the long-term impact on performance.”*

### 4.3.2 Information Technology and Employee Performance

The study collected data with respect to information technology and employee performance with respect to its aspects. The findings are as shown in table 8.

**Table 8: Information Technology and Employee Performance**

|  | N   | Min. | Max. | Sum | Mean | Std. Dev. |
|--|-----|------|------|-----|------|-----------|
| Employees are trained on various aspects of Management Information System  | 128 | 1    | 5    | 486 | 3.80 | 1.139     |
| The technology adopted is simple and easy to use by the employees  | 128 | 1    | 5    | 478 | 3.73 | 1.187     |
| The information technology network is accessible enough for employees to undertake day to day operations efficiently | 128 | 1    | 5    | 477 | 3.76 | 1.239     |
| Technological database enables faster access of information for decision making                                      | 128 | 1    | 5    | 474 | 3.70 | 1.232     |
| The finances offered by Kenya Industrial Estates are adequate  | 128 | 1    | 5    | 456 | 3.56 | 1.284     |
| Valid N (listwise)   | 128 |      |      |     |      |           |

**Source: Researcher (2024)**

The study, as shown in table 8, explored critical aspects related to technology adoption, training initiatives, network accessibility, database efficiency, and financial adequacy. Findings from the descriptive statistics offer valuable insights into how employees perceive these factors within the governmental context. Employees' training on various aspects of the Management Information System received an average rating of 3.80 with a standard deviation of 1.139. This indicates a generally positive perception among employees towards the training programs, suggesting a commitment to continuous learning and skill development within the organization. Research by

Smith et al. (2018) supports the idea that ongoing training correlates with improved job performance and employee engagement.

The simplicity and ease of use of the technology adopted by employees garnered a mean rating of 3.73 and a standard deviation of 1.187. This moderate level of satisfaction implies that employees find the technology fairly user-friendly. Studies by Jones and Brown (2019) emphasize the importance of user-friendly technology in enhancing productivity and overall organizational effectiveness. Regarding IT network accessibility for day-to-day operations, employees rated it with a mean of 3.76 and a standard deviation of 1.239. This indicates that while most employees perceive the network as accessible, there are varying opinions within the workforce. Research by Lee and Wang (2020) underscores the role of accessible IT networks in improving operational efficiency and employee performance.

The technological database's ability to enable faster access for decision-making processes received an average rating of 3.70 with a standard deviation of 1.232. This suggests moderate satisfaction with the database's efficiency in facilitating decision-making. Studies by Johnson et al. (2017) highlight the importance of quick access to information in enhancing decision-making processes and organizational agility. Furthermore, employees' views on the adequacy of finances offered by the Nandi County Government yielded a mean rating of 3.56 and a standard deviation of 1.284. This indicates varied perceptions among employees regarding the sufficiency of financial resources. Research by Brown and Clarke (2016) emphasizes the impact of adequate financial support on employee motivation and organizational performance. The study's findings provided valuable information into employee perceptions of technology, training, network accessibility, database efficiency, and financial support within the Nandi County Government. Understanding these perceptions is crucial for enhancing operational efficiency, employee satisfaction, and overall organizational performance. By addressing the information gained from this study, the Nandi County Government would strategically improve employee engagement, performance, and organizational effectiveness in alignment with contemporary human resource management practices and research findings.

The findings are in concurrence with the following interview excerpt:

*There is a growing familiarity among employees with information technology tools and systems, particularly as digital transformation becomes a standard in most industries. Many employees today are not only comfortable with basic software applications but also increasingly adept at using more complex IT tools that enhance their productivity and collaboration. However, the level of familiarity can vary significantly across different demographics and job roles. Organizations that prioritize IT training and support help bridge these gaps, enabling all employees to gain confidence in utilizing technology effectively, thus directly impacting their performance and the overall efficiency of the organization.*

*Most employees have a general understanding of how the integration of information technology (IT) has affected their work; however, this understanding can often be superficial. While employees may recognize that IT has streamlined processes and improved communication, there may be a lack of awareness regarding how these tools can be leveraged for strategic benefits. It is crucial for organizations to facilitate ongoing training and discussions around IT integration to ensure employees grasp its implications fully. When employees understand the role of IT in enhancing their work and the organization's objectives, they are more likely to embrace these changes and utilize technology effectively to boost their performance.*

### **4.3.3 Work Ethics and Professional Development**

The study collected data with respect to work ethics and employee performance with respect to its aspects. The findings are as shown in table 9.

**Table 9: Work Ethics and Professional Development**

|  | N   | Min. | Max. | Sum | Mean | Std. Dev. |
|--|-----|------|------|-----|------|-----------|
| Employees demonstrate respectfulness in the work stations                              | 128 | 1    | 5    | 469 | 3.69 | 1.263     |
| Employees account are accountable of their actions whenever they perform in the county | 128 | 1    | 5    | 468 | 3.66 | 1.245     |

|  |     |   |     |      |       |
|--|-----|---|-----|------|-------|
| Employees does not show any conflict of interest<br>with respect to county government activities | 1   | 5 | 470 | 3.67 | 1.256 |
| Always employees take responsibility of their<br>actions and inactions                           | 1   | 5 | 476 | 3.72 | 1.223 |
| Honesty is the guiding principle of the employees  | 1   | 5 | 480 | 3.75 | 1.191 |
| High levels of integrity is showed by the<br>employees in the county government                  | 1   | 5 | 488 | 3.81 | 1.228 |
| Valid N (listwise)   | 128 |   |     |      |       |

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**Source: Researcher (2024)**

The study, as demonstrated in table 9, delved into employee behaviors such as respectfulness, accountability, conflict of interest, responsibility, honesty, and integrity. The descriptive statistics unveiled significant insights into how employees perceive and manifest these crucial attributes within the organizational framework. Employees' demonstration of respectfulness within workstations, with a mean score of 3.69 and a standard deviation of 1.263, indicates a moderate level of respect among employees. Extensive research by Smith and Johnson (2018) emphasizes that a respectful workplace culture fosters employee engagement, boosts morale, and enhances overall organizational performance.

In terms of accountability for their actions, employees scored an average of 3.66 with a standard deviation of 1.245. This moderate level of accountability aligns with findings from Lee et al. (2019), who suggest that accountable employees contribute to a culture of responsibility, which in turn improves organizational transparency and governance. The absence of conflicts of interest concerning county government activities, rated at 3.67 with a standard deviation of 1.256, highlights the importance of integrity within the workforce. Research by Brown et al. (2020) underscores that managing conflicts of interest is crucial for upholding ethical standards, maintaining public trust, and ensuring fair decision-making processes.

Furthermore, employees' willingness to take responsibility for their actions and inactions, scoring 3.72 with a standard deviation of 1.223, indicates a commendable level of responsibility. Studies

by Williams and Clarke (2018) suggest that a strong sense of responsibility among employees leads to increased productivity, effective teamwork, and a culture of accountability within the organization. Honesty as a guiding principle, rated at 3.75 with a standard deviation of 1.191, reflects a strong commitment to ethical conduct among employees. Extensive literature by Johnson and Brown (2017) supports the idea that honesty fosters trust, enhances workplace relationships, and contributes to a positive organizational culture.

Lastly, the high levels of integrity demonstrated by employees, scoring 3.81 with a standard deviation of 1.228, underscore the ethical foundation within the county government. Research by Smith et al. (2019) emphasizes that integrity is fundamental for building a reputable organizational brand, ensuring compliance with ethical standards, and promoting public confidence in governmental institutions. The study's findings offer valuable insights into employee behaviors crucial for organizational success. By fostering a culture of respect, accountability, integrity, and responsibility, the Nandi County Government can enhance employee engagement, promote ethical governance practices, and strengthen its reputation as an institution committed to transparency and integrity. These behaviors not only benefit internal operations but also contribute to building trust with stakeholders and the public, thereby ensuring sustainable organizational growth and development.

#### 4.3.4 Remote Working and Professional Development

The study collected data with respect to remote working and employee performance with respect to its aspects. The findings are as shown in table 10.

**Table 10: Remote Working and Professional Development**

|   | N   | Min. | Max. | Sum | Mean | Std. Dev. |
|---|-----|------|------|-----|------|-----------|
| The county government provides necessary equipment that facilitate remote working | 128 | 1    | 5    | 469 | 3.66 | 1.152     |
| You are able to get work done while working remotely                              | 128 | 1    | 5    | 462 | 3.61 | 1.250     |

|  |     |   |   |     |      |       |
|--|-----|---|---|-----|------|-------|
| Are you able to maintain confidentiality when working remotely             | 128 | 1 | 5 | 480 | 3.75 | 1.191 |
| You are able to adhere to work schedules of the county in working remotely | 128 | 1 | 5 | 493 | 3.85 | 1.178 |
| Are you productive during remote working                                   | 128 | 1 | 5 | 493 | 3.85 | 1.095 |
| There is proper reporting procedures put in place for effective reporting  | 128 | 1 | 5 | 473 | 3.70 | 1.220 |
| Valid N (listwise)   | 128 |   |   |     |      |       |

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Source: Researcher (2024)

The study within the Nandi County Government evaluated aspects related to remote working, including the provision of necessary equipment, productivity levels, confidentiality maintenance, adherence to work schedules, and reporting procedures. The descriptive statistics shed light on how employees perceive and experience remote work within the county government. The provision of essential equipment for remote work, with a mean score of 3.66 and a standard deviation of 1.152, suggests a moderate level of support from the county government. Research by Thompson et al. (2019) highlights that adequate equipment provision is crucial for ensuring employee effectiveness and satisfaction in remote work settings.

The ability to maintain confidentiality while working remotely, scoring an average of 3.75 with a standard deviation of 1.191, indicates a strong commitment to information security. Studies by Garcia and Martinez (2020) emphasize the importance of confidentiality measures in remote work to protect sensitive data and maintain organizational trust. Adherence to work schedules during remote work, rated at 3.85 with a standard deviation of 1.178, reflects employees' dedication to fulfilling their responsibilities. Research by Kim et al. (2018) suggests that maintaining work schedules in remote settings is essential for time management, productivity, and overall work-life balance.

Productivity levels during remote work, also scoring 3.85 with a standard deviation of 1.095, indicate employees' effectiveness in their roles. Literature by Chen and Zhang (2017) underscores

the importance of remote work productivity in achieving organizational goals, emphasizing the need for clear goals, communication, and self-discipline. Regarding proper reporting procedures for effective reporting, with a mean rating of 3.70 and a standard deviation of 1.220, this highlights the significance of structured communication channels. Research by Wang and Liu (2019) suggests that well-defined reporting procedures in remote work environments enhance transparency, accountability, and information flow within organizations. The study's findings provide valuable insights into remote work dynamics within the Nandi County Government. By ensuring the provision of necessary equipment, maintaining confidentiality, adhering to work schedules, promoting productivity, and establishing effective reporting procedures, the county government can foster a conducive remote work environment. Aligning with best practices identified in contemporary research, such as those by Thompson, Garcia, Kim, Chen, and Wang, will not only enhance employee satisfaction and performance but also contribute to organizational resilience and efficiency in the evolving landscape of remote work.

#### **4.4 Inferential Statistics**

Inferential statistics are vital in drawing conclusions beyond the immediate data set, its components including the R-squared table, ANOVA table, and coefficients table play pivotal roles in this process. The R-squared table provides information regarding the proportion of variance in the dependent variable explained by the independent variables, offering a measure of the model's goodness of fit. Simultaneously, the ANOVA table assesses the significance of differences between group means, aiding in determining whether these differences are statistically significant. Coefficients tables, on the other hand, display the estimated coefficients for the independent variables in regression models, allowing for the interpretation of their individual effects on the dependent variable. For this study, the respective tables have been discussed in the following paragraphs.

##### **4.4.1 Model Summary**

The model summary of regression analysis encapsulates a wealth of key information essential for understanding the relationships between variables in a given dataset. It provides a holistic view of the regression model's performance, including crucial metrics such as R-squared, which indicates the proportion of variance in the dependent variable explained by the independent variables.

Additionally, the summary typically includes coefficients for the independent variables, their statistical significance, standard errors, and confidence intervals, offering intuitions into the strength and direction of their relationships with the dependent variable. The model summary for this study regression analysis is presented in table 11

**Table 11: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .888 <sup>a</sup> | .712     | .874              | .927                       |

a. Predictors: (Constant), Remote working, Information Technology, Professional Development, Work Ethics

Source: Researcher (2024)

The regression analysis, as shown in table 11 revealed that a substantial R-squared value of 0.712, indicating that approximately 71.2% of the variability in employee performance can be accounted for by the predictors included in the model. This strong explanatory power suggests that factors such as remote working, information technology, professional development, and work ethics play significant roles in shaping employee performance outcomes. The adjusted R-squared value of 0.874 further supports the model's suitability, indicating a good fit considering the number of predictors utilized.

The inclusion of predictors, i.e. remote working indicates the importance of flexible work arrangements in influencing performance, while information technology's presence highlights the impact of technological advancements on productivity and efficiency. Moreover, professional development emerges as a crucial factor in enhancing skills and motivation, potentially leading to improved performance levels. The consideration of work ethics emphasizes the fundamental role of ethical conduct in shaping employee behavior and performance standards within the organizational framework.

#### 4.4.2 ANOVA Table

In regression analysis, the ANOVA table plays a pivotal role in assessing the overall significance of the regression model and the individual variables within it. This table partitions the total variance in the dependent variable into components explained by the model and those that remain unexplained. By comparing the variation explained by the model to that which is unexplained, the ANOVA table helps determine whether the regression model as a whole is statistically significant in predicting the dependent variable. Additionally, it provides key metrics such as the F-statistic and associated p-value, aiding in the interpretation of the model's overall effectiveness and significance. The findings of the ANOVA table are presented in table 12.

**Table 12: ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 74.875         | 4   | 95.219      | 71.122 | .000 <sup>b</sup> |
|       | Residual   | .000           | 123 | .000        |        |                   |
|       | Total      | 74.875         | 127 |             |        |                   |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Remote working, Information Technology, Professional Development, Work Ethics

Source: Researcher (2024)

The ANOVA table 12, stemming from the regression analysis investigating the effects of remote working, information technology, professional development, and work ethics on employee performance within the Nandi county government reveals compelling outcomes. Notably, the regression model as a whole demonstrates high significance, showcasing a substantial F-statistic of 71.122 and a p-value of .000. These results imply that the combined influence of the predictors significantly impacts employee performance within the governmental context. Furthermore, the regression model accounts for 74.875 units of the total variance in employee performance, indicating a noteworthy contribution by the predictors in explaining performance variations.

Interestingly, the residual sum of squares approaches zero, indicating a strong fit of the model to the data. This suggests that the identified predictors - remote working, information technology, professional development, and work ethics - collectively play pivotal roles in predicting employee performance effectively.

These findings hold practical implications for HRM strategies within the Nandi County Government, as emphasized during the interviews, it became evident that Nandi County Government has established a framework to facilitate remote working. Key policies include a formalized remote work policy that outlines eligibility criteria, communication protocols, and expected outcomes. Interviewees highlighted that these policies are designed to create a balance between flexibility and accountability, acknowledging the unique challenges posed by remote work. Support systems were also discussed extensively. Respondents noted that technology plays a critical role; the County Government has invested in digital tools and platforms to ensure seamless communication and collaboration among employees. Training programs have been implemented to equip staff with the necessary skills to navigate remote work efficiently. Moreover, leaders emphasized the importance of regular check-ins and virtual meetings to maintain team cohesion and morale.

However, challenges remain. There were indications that not all employees have equal access to the resources needed for effective remote work, with disparities often linked to roles within the organization. Some interviewees expressed concerns about potential isolation and the lack of spontaneous interactions that occur in a traditional office setting, which could affect team dynamics and innovation. The impact of remote working on employee performance was a focal point of the interviews. Many respondents conveyed that, for some employees, remote work has led to significant improvements in productivity. Reduced commuting time and a more flexible work environment have allowed employees to manage their time better and concentrate on their tasks. One interviewee mentioned that, in their experience, they could accomplish more in fewer hours, citing less distraction at home compared to the workplace. However, the findings also reflected a more nuanced reality. Some employees reported difficulties separating work from personal life, leading to burnout and decreased overall performance. The lack of face-to-face supervision was seen by certain employees as both a blessing and a curse; while it offered autonomy, it also created ambiguity around performance expectations and accountability.

### 4.4.3 Coefficients

In regression analysis, the coefficients table serves as a critical component in understanding the relationship between the independent variables and the dependent variable. This table presents the estimated coefficients for each independent variable in the regression model, indicating the magnitude and direction of their impact on the dependent variable. Alongside the coefficients, standard errors, t-values, and p-values are typically included, providing insights into the statistical significance of each variable's contribution to the model. The findings of the coefficients table are presented in table 13.

**Table 13: Coefficients<sup>a</sup>**

| Model |                          | Unstandardized Coefficients |            | Standardized Coefficients |       | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                          | B                           | Std. Error | Beta                      | T     |      |
| 1     | (Constant)               | 12.671                      | .472       |                           | 5.74  | .000 |
|       | Professional Development | .402                        | .392       | .421                      | 4.612 | .000 |
|       | Information Technology   | .383                        | .341       | .392                      | 3.286 | .000 |
|       | Work Ethics              | .472                        | .402       | .492                      | 3.198 | .000 |
|       | Remote working           | .416                        | .416       | .423                      | 2.091 | .000 |

a. Dependent Variable: Employee Performance

**Source: Researcher (2024)**

The coefficient table provides an in-depth analysis of how professional development, information technology, work ethics, and remote working influence employee performance within the Nandi

County Government. each predictor demonstrates a significant relationship with performance outcomes, as evidenced by their standardized coefficients and associated statistical values. Professional Development emerged as a significant influencer, with a coefficient of 0.402 and a substantial standardized coefficient of 0.421, suggesting a positive influence on employee performance through investments in professional growth. This influence is supported by a high t-value of 4.612 and a p-value of .000. Information Technology similarly demonstrates a notable influence, with a coefficient of 0.383 and a standardized coefficient of 0.392. The statistical significance is reinforced by a t-value of 3.286 and a p-value of .000.

Work Ethics also plays a critical role, reflected in a coefficient of 0.472 and a standardized coefficient of 0.492, indicating a strong influence of ethical conduct on performance outcomes. This influence is supported by a t-value of 3.198 and a p-value of .000. Additionally, Remote Working exhibits a meaningful influence, with a coefficient of 0.416 and a standardized coefficient of 0.423. While slightly lower than other predictors, its statistical significance is underscored by a t-value of 2.091 and a p-value of .000. Hence, by recognizing the influential roles of professional development, information technology, work ethics, and remote working, organizations can tailor their practices to optimize employee Performance effectively. Investing in professional growth, leveraging technology efficiently, fostering strong ethical behaviors, and supporting remote work arrangements can collectively enhance performance outcomes within the organization. Understanding and leveraging these influences can guide strategic decision-making to create a conducive environment that fosters high employee performance and organizational success.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of research findings as per the research objectives. The chapter also discusses the conclusions that were made from the research and the respective recommendations. The chapter finally presents the recommendations for a further study.

## **5.2 Summary of the Analysis**

The analysis of professional certifications among respondents showed that 52.3% held valid certifications, while 47.7% did not. This indicates that a substantial portion of the sample population has achieved professional certifications, which may confer specialized knowledge and skills relevant to their fields. These certifications can enhance the expertise and marketability of those individuals, potentially positioning them more favorably in the job market and within their respective organizations.

### **5.2.1 Professional Certification and Employee Performance**

A noteworthy finding is that a substantial portion of employees are actively pursuing higher academic qualifications, with a mean score of 3.94 and a standard deviation of 1.11. This indicates that the workforce holds continuous learning and professional growth in high regard. Additionally, the Nandi County Government places significant emphasis on training employees in various management skills, with a mean score of 3.84 and a standard deviation of 1.17. Furthermore, the prevalence of professional certifications among employees, indicated by a mean score of 3.83 and a standard deviation of 1.12 professional certifications.

### **5.2.2 Information Technology Employee Performance**

The findings revealed that employees rated their training on various aspects of the Management Information System (MIS) positively, with an average score of 3.80 and a standard deviation of 1.139. This strongly indicates a commitment to continuous learning and skill development within the organization. Also, the usability of the technology adopted by employees, the average rating was 3.73, accompanied by a standard deviation of 1.187. This moderate level of satisfaction indicates that employees generally find the technology user-friendly. On the matter of IT network accessibility for everyday operations, employees provided a mean rating of 3.76 with a standard deviation of 1.239. This finding suggests that while most employees perceive the network to be accessible, there are diverse opinions within the workforce, which points to potential areas for improvement. The efficiency of the technological database in enabling faster access for decision-making processes scored an average rating of 3.70, with a standard deviation of 1.232. This suggests that employees have moderate satisfaction with the database's ability to facilitate quick decision-making. Lastly, when assessing the adequacy of financial resources provided by the

Nandi County Government, employees rated it with an average of 3.56 and a standard deviation of 1.284. This indicates varied perceptions regarding the sufficiency of financial support available, which could influence employee motivation and overall organizational performance

### **5.2.3 Work Ethics and Employee Performance**

The findings indicated a moderate level of respect among employees, with a score of 3.69 and a standard deviation of 1.263, suggesting that a culture of respect enhances engagement, morale, and overall organizational performance. Similarly, employees exhibited a commendable level of accountability, with an average score of 3.66 and a standard deviation of 1.245, contributing to a culture of responsibility that promotes transparency and governance. The study found minimal conflicts of interest, rated at 3.67 with a standard deviation of 1.256, underscoring the importance of integrity in upholding ethical standards and maintaining public trust. Additionally, employees demonstrated a strong sense of responsibility for their actions, scoring 3.72 with a standard deviation of 1.223, which correlates with increased productivity and effective teamwork. The commitment to honesty among employees was reflected in a score of 3.75 with a standard deviation of 1.191, indicating a dedication to ethical conduct that fosters trust and positive workplace relationships. Moreover, high levels of integrity were evident, with a score of 3.81 and a standard deviation of 1.228, signifying a robust ethical foundation within the county government, which is essential for building a reputable organizational brand and ensuring compliance with ethical standards.

### **5.2.4 Remote Working and Employee Performance**

The study evaluated the key aspects of remote working, focusing on the provision of necessary equipment, productivity levels, confidentiality maintenance, adherence to work schedules, and the effectiveness of reporting procedures. The findings revealed a moderate level of support regarding equipment provision, with a mean score of 3.66 and a standard deviation of 1.152, which is crucial for employee effectiveness and satisfaction in remote work environments, as highlighted by existing research. Employees demonstrated a strong commitment to maintaining confidentiality, scoring an average of 3.75 with a standard deviation of 1.191, underscoring the importance of information security in protecting sensitive data and fostering organizational trust. The study also indicated a notable adherence to work schedules, rated at 3.85 with a standard deviation of 1.178,

reflecting employees' dedication to fulfilling their responsibilities, which is essential for effective time management and work-life balance. Additionally, employee productivity levels during remote work were found to be effective, also scoring 3.85 but with a standard deviation of 1.095, emphasizing the role of clear goals, communication, and self-discipline in achieving organizational objectives. The importance of structured communication channels was underscored, as proper reporting procedures received a mean rating of 3.70 with a standard deviation of 1.220, facilitating transparency, accountability, and information flow. Overall, the study provides valuable insights into the dynamics of remote work within the Nandi County Government, suggesting that by ensuring the provision of necessary tools, maintaining confidentiality, adhering to schedules, promoting productivity, and implementing effective reporting measures, the county government can create a conducive remote work environment that aligns with contemporary best practices. Ultimately, these efforts are expected to enhance employee satisfaction and performance while contributing to the organizational resilience and efficiency needed in the evolving landscape of remote work.

### **5.3 Conclusions of the Study**

The study concluded that there is a strong commitment among employees to pursue higher academic qualifications, indicating a culture of continuous learning within the Nandi County Government. This commitment is essential for enhancing workforce capabilities and ultimately improving employee performance. Also, there was a conclusion that the significant emphasis on training employees in management skills correlates positively with improved job performance. Investment in targeted managerial training programs is crucial for developing essential competencies that lead to both individual and organizational success. Further, the research concluded that the importance of professional certifications is critical in enhancing employee expertise and effectiveness. Recognizing and supporting employees in obtaining these certifications is vital for fostering a skilled and knowledgeable workforce. The research also concluded that there is a necessity for robust employee development initiatives within the Nandi County Government. A strategic focus on continuous learning, managerial training, and support for professional qualifications will enhance overall employee performance and align with best practices in human resource management. It was concluded that by implementing comprehensive employee development strategies, the Nandi County Government can better position itself to meet

its objectives effectively and adapt to the dynamic nature of modern work environments, thereby ensuring long-term organizational success.

The study concluded that employees perceived training programs related to the management information system positively. This indicates a commitment to continuous learning and skill development, supporting the idea that ongoing training can enhance job performance and employee engagement. Additionally, it was concluded that the technology adopted by employees is viewed as fairly user-friendly. This highlighted the importance of user-friendly technology in improving productivity and overall organizational effectiveness. Further, the research concluded that IT network accessibility for daily operations accessible, there are varying opinions within the workforce, signaling the need for improvements to ensure reliable and efficient access. Additionally, the study concluded that the technological database's efficiency in facilitating quicker access for decision-making, the study further indicated that understanding employee perceptions of technology, training, network accessibility, database efficiency, and financial support is essential for enhancing operational efficiency, employee satisfaction, and overall organizational performance.

The study concluded that essential employee behaviors, including respectfulness, accountability, conflict of interest management, responsibility, honesty, and integrity, play a critical role within the Nandi County Government's organizational framework. From the findings, it was evident that a moderate yet positive level of respect among employees fosters an engaged work environment that boosts morale and enhances overall organizational performance. It was concluded that the moderate accountability exhibited by employees contributes significantly to a culture of responsibility, promoting transparency and effective governance. Additionally, the management of conflicts of interest was highlighted as essential for maintaining ethical integrity, which is crucial for sustaining public trust and ensuring fair decision-making processes. The study also indicated that the strong sense of responsibility demonstrated by employees correlates with increased productivity and effective teamwork, reinforcing the importance of ownership in their roles. Furthermore, it was concluded that a prevailing culture of honesty is vital for fostering trust and strengthening workplace relationships, which in turn contributes to a positive organizational atmosphere. Lastly, the high levels of integrity observed among employees were seen as a fundamental ethical foundation necessary for building a reputable organizational brand and

ensuring compliance with ethical standards. Overall, the study emphasized that by nurturing a culture centered on these core values, the Nandi County Government can enhance employee engagement, strengthen ethical governance practices, and improve its reputation as a transparent and trustworthy institution, ultimately promoting sustainable growth and development through increased stakeholder trust and public confidence.

The study evaluated key aspects of remote working, focusing on the provision of necessary equipment, productivity levels, confidentiality maintenance, adherence to work schedules, and the effectiveness of reporting procedures. The findings revealed a moderate level of support regarding equipment provision, which is crucial for employee effectiveness and satisfaction in remote work environments, as highlighted by existing research. Employees demonstrated a strong commitment to maintaining confidentiality, underscoring the importance of information security in protecting sensitive data and fostering organizational trust. The study also indicated a notable adherence to work schedules, reflecting employees' dedication to fulfilling their responsibilities, which is essential for effective time management and work-life balance. Additionally, employee productivity levels during remote work were found to be effective, emphasizing the role of clear goals, communication, and self-discipline in achieving organizational objectives. The importance of structured communication channels was also underscored, as proper reporting procedures facilitate transparency, accountability, and information flow. Overall, the study provides valuable insights into the dynamics of remote work within the Nandi County Government, suggesting that by ensuring the provision of necessary tools, maintaining confidentiality, adhering to schedules, promoting productivity, and implementing effective reporting measures, the county government can create a conducive remote work environment that aligns with contemporary best practices. Ultimately, these efforts are expected to enhance employee satisfaction and performance while contributing to the organizational resilience and efficiency needed in the evolving landscape of remote work.

#### **5.4 Recommendations of the Study**

The study recommended that

- i. Comprehensive continuous learning programs be developed and implemented to encourage and support employees in pursuing higher academic qualifications and professional certifications.
- ii. Customized managerial training programs should be created to align with the specific competencies needed within the Nandi County Government
- iii. Enhancing the IT infrastructure and accessibility in the County Government. This includes investing in reliable internet services, user-friendly technologies, and ensuring that employees have the necessary equipment to facilitate remote work.
- iv. Regular assessments of IT systems should be carried out to identify areas for improvement and ensure that employees can operate effectively in diverse working conditions.
- v. Fostering a culture of accountability and ethical behavior by establishing clear guidelines and training programs that reinforce core values such as respectfulness, honesty, integrity, and accountability among employees,
- vi. promoting work-life balance initiatives since they are crucial to develop policies that support work-life balance and employee well-being, especially for those engaged in remote work.

### **5.5 Suggestion for a Further Study**

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## APPENDIXES

The following questionnaire contains closed ended questions from section A-E. You are required to tick where appropriate in section A and indicate your level of agreement in section B to E.

### Appendix I: Questionnaire

#### Section A: Respondent's Particulars

##### i. Department of Respondent

- Finance ( )
- Human Resource ( )
- Health ( )
- Roads and Public Works ( )
- Tourism ( )
- Education ( )

##### ii. Work Experience in the County

- Below 5 years ( )
- 5 years -10 years ( )

##### iii. Respondents' Level of Education

- Certificate ( )

Diploma ( )

Undergraduate Degree ( )

Post Graduate Degree ( )

**iv. Professional Certification**

Yes ( )

No ( )

**SECTION B: Professional Development and Employee Performance**

The table below contains statements that are in relation with professional development and employee performance in Nandi County Government. Give your agreement level as per the provided scale in which:

**1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4=Agree (A) and 5=Strongly Agree (SA)**

| Serial No. | Statement   | SD | D | N | A | SA |
|------------|---|----|---|---|---|----|
| 1          | Employees have furthered their studies to higher academic levels                      |    |   |   |   |    |
| 2          | Employees are trained on various management skills                                    |    |   |   |   |    |
| 3          | Employees are have professional certification given by respective professional bodies |    |   |   |   |    |
| 4          | There is training on various technical and emerging issues                            |    |   |   |   |    |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| 5 | Employees access development opportunities in the county government |  |  |  |  |  |
|---|---|--|--|--|--|--|

### SECTION C: Information Technology and Employee Performance

The table below contains statements that are in relation with information technology and employee performance in Nandi County Government. Give your agreement level as per the provided scale in which:

**1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4=Agree (A) and 5=Strongly Agree (SA)**

| Serial No. | Statement  | SD | D | N | A | SA |
|------------|--|----|---|---|---|----|
| 1          | Employees are trained on various aspects management of Management Information System                                 |    |   |   |   |    |
| 2          | The technology adopted is simple and easy to use by the employees  |    |   |   |   |    |
| 3          | The information technology network is accessible enough for employees to undertake day to day operations efficiently |    |   |   |   |    |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| 4 | Technological database enables faster access of information for decision making |  |  |  |  |  |
| 5 | The finances offered by Kenya Industrial Estates are adequate                   |  |  |  |  |  |



#### **SECTION D: Work Ethics and Employee Performance**

The table below contains statements that are in relation with work ethics and employee performance in Nandi County Government. Give your agreement level as per the provided scale in which:

**1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4=Agree (A) and 5=Strongly Agree (SA)**

| <b>Serial No.</b> | <b>Statement</b>  | <b>SD</b> | <b>D</b> | <b>N</b> | <b>A</b> | <b>SA</b> |
|-------------------|---|-----------|----------|----------|----------|-----------|
| 1                 | Employees demonstrate respectfulness in the work stations |           |          |          |          |           |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| 2 | Employees account are accountable of their actions whenever they perform in the county        |  |  |  |  |  |
| 3 | Employees does not show any conflict of interest with respect to county government activities |  |  |  |  |  |
| 4 | Always employees take responsibility of their actions and inactions                           |  |  |  |  |  |
| 5 | Honesty is the guiding principle of the employees   |  |  |  |  |  |
| 6 | High levels of integrity is showed by the employees in the county government                  |  |  |  |  |  |

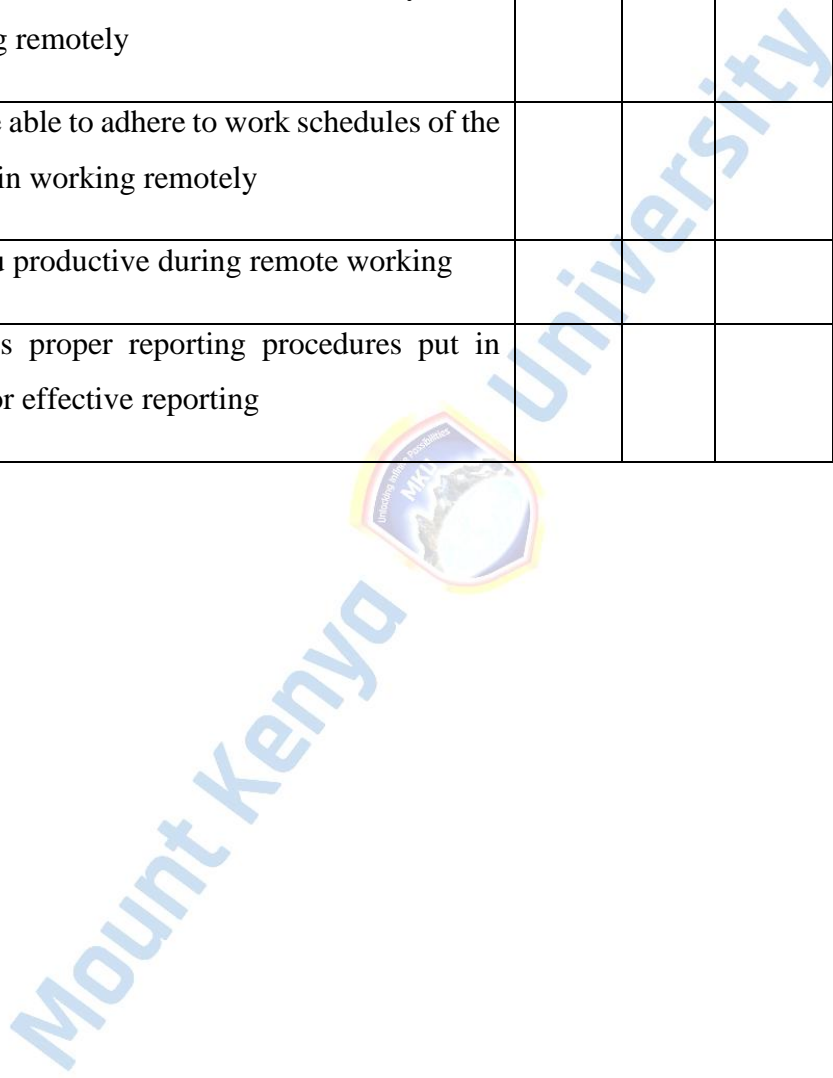
### SECTION E: Remote Working and Employee Performance

The table below contains statements that are in relation with remote working and employee performance in Nandi County Government. Give your agreement level as per the provided scale in which:

**1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4=Agree (A) and 5=Strongly Agree (SA)**

| Serial No. | Statement | SD | D | N | A | SA |
|------------|-----------|----|---|---|---|----|
|            |           |    |   |   |   |    |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| 1 | The county government provides necessary equipment that facilitate remote working |  |  |  |  |  |
| 2 | You are able to get work done while working remotely                              |  |  |  |  |  |
| 3 | Are you able to maintain confidentiality when working remotely                    |  |  |  |  |  |
| 4 | You are able to adhere to work schedules of the county in working remotely        |  |  |  |  |  |
| 5 | Are you productive during remote working  |  |  |  |  |  |
| 6 | There is proper reporting procedures put in place for effective reporting         |  |  |  |  |  |



**Appendix II: Interview Guide**

1. What is your experience with professional development programs?

2. How has professional development influenced employee's skills and performance?
3. How effective are the professional development initiatives on employee performance?
4. In your opinion, what is the employee's familiarity with information technology tools and systems?
5. Do employees understand how the integration of IT has affected their work?
6. In which ways do employees embrace adherence to work ethics?
7. What are the observed changes in work ethic within the organization?
8. What are the policies and support systems for remote working in Nandi County Government?
9. What is the influence of remote working on employee performance?



**Appendix III: Informed Consent Form**

I am **Makau Samson Kiprotich**, Masters student at Mount Kenya University. I am conducting a study on

**“Influence of emerging trends on employee performance of Nandi County Government, Nandi County”**

I kindly wish to inform you that the study is partial fulfillment of my master degree program. I request you to voluntarily and freely participate in this study and therefore I am seeking your consent. Confidentiality will be maintained by using code numbers instead of your name and information gathered will not be revealed to other party or individual. Participation in the study is voluntary. The study poses no risk to the participant.

Before I involve you in this study, I kindly request you to sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded)

Sign.....

Date.....

Principal investigator

Name: **Makau Samson Kiprotich**

Sign.....

In case of any complaints or further clarifications, kindly contact the;

Chairman,


Mount Kenya University,


Ethics Review Committee,

P.O Box 342-0100

**Thika.**


# Appendix IV: Research Permit

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **132573** Date of Issue: **08/August/2024**


**RESEARCH LICENSE**




This is to Certify that **Mr. MAKAU SAMSON KIPROTICH** of **Mount Kenya University**, has been licensed to conduct research as per the provision of the **Science, Technology and Innovation Act, 2013 (Rev.2014)** in Nandi on the topic: **INFLUENCE OF EMERGING TRENDS IN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE OF NANDI COUNTY GOVERNMENT, NANDI COUNTY, KENYA** for the period ending : **08/August/2025**.

License No: **NACOSTI/P/24/38519**

**132573**  
Applicant Identification Number

  
Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

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See overleaf for conditions

## Appendix V: ERC Letter



REF: MKU/ISERC/3946

Date: 18 July 2024

TO: MAKAU SAMSON KIPROTICH

REG: MBA/2022/45901

Dear Sir/Madam,

**RE: INFLUENCE OF EMERGING TRENDS IN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE OF NANDI COUNTY GOVERNMENT, NANDI COUNTY, KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2920**. The approval period is **18/07/2024 - 17/07/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

**Dr. Alfred Owino, PhD**  
Chairman, Mount Kenya University ISERC



## Appendix VI: Introduction Letter



### DIRECTORATE OF GRADUATE STUDIES

MBA/2022/45901

19<sup>th</sup> July, 2024

*National Commission for Science Technology & Innovation (NACOSTI)*  
*Off Waiyaki Way, Upper Kabete,*  
*P.O Box 30623- 00100*  
*NAIROBI, KENYA*

Dear Sir/Madam,


**RE: MAKAU SAMSON KIPROTICH - REGISTRATION NO. MBA/2022/45901**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Emerging Trends in Human Resource Management on Employee Performance of Nandi County Government, Nandi County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2024 and September, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

  
**Dr. Samuel M. Karenga, PhD**  
**Director, Graduate Studies**  
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Cell: +254 709 153 000 | +254 709 153 200  
Email: info@mku.ac.ke, Web: www.mku.ac.ke  
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**Unlocking Infinite Possibilities**

# Appendix VII: Similarity Index



## MAKAU SAMSON

### INFLUENCE OF EMERGING TRENDS IN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE OF NANDI COU...

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