

Employee's Self-Awareness and Organisational Performance of The County Government of TransNzoia Kenya

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Abstract: The objective of the study was to examine the effect of employee's self-awareness on organisational performance of the county government of TransNzoia Kenya. The study adopted the Self-Awareness Theory. This study adopted a descriptive research design. The target population for the study was 100 employees comprising of management and a supervisory cadre within the county government of TransNzoia. Since the study population was small, the study worked with an entire population which is a census. The data collection instrument was a questionnaire and other information relevant to the study. The research instrument was pretested at the county government of West Pokot so as not to interfere with the study sample. A pilot group of ten (10) respondents was targeted. The findings of the pilot study was used to improve the data collection instruments. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was then be coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SPSS version 27). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent, the study concluded that employee self-awareness had a significant effect on organisational performance of the county government of TransNzoia Kenya. The study came up with the following recommendations; the management of the county government of TransNzoia should be able to recognize and monitor self-emotions or feelings from moment to moment as it is very crucial to psychological insight and self-understanding of things around the environment. They should be aware of employee's feelings and thoughts about a particular feeling, which can be a nonreactive, non-judgmental attention to employee's inner state, maintain self-control, work collaboratively, be creative and notice one's ego.

Keywords: employees self awareness, organisational performance.

1. INTRODUCTION

Emotional intelligence is currently a critical factor in determining an organization's success (Nhan Le Thi Kim 2024). Furthermore, there has been a growing emphasis in contemporary work environments on the significance of emotional intelligence (Sokolović et al., 2022). Several researchers argue that emotional skills, such as empathy, awareness of others, and control of emotions, are essential for the effectiveness of organizations (Singh & Gujral, 2022). Moreover, the presence of effective leadership is crucial in guaranteeing the excellence of an organization's performance, as it directly impacts the decision-making and implementation processes that facilitate transformations within a professional setting (Bakri et al., 2023).

The importance of leaders' emotional abilities arises from their role as fundamental members of organizations, tasked with communicating the organization's vision to their subordinates and ensuring its achievement (Othman, et al., 2024). Therefore, the characteristics of a company's leaders are essential in establishing a culture that fosters the accomplishment of its goals and objectives ((Nhan Le Thi Kim 2024)). Proficient leadership and capable leaders can aid employees in enhancing their allegiance, productivity, and contentment (Othman, et al., 2024). For this investigation, the transformational leadership theory was selected, even though there are several leadership theories accessible. The theory of transformational leadership is currently highly acclaimed and widely accepted in the field of leadership theory. Numerous studies have lauded transformational leadership for its superior and favorable interaction with subordinates, as well as for its contentment, efficiency, motivation, and devotion (Sokolović et al., 2022). Transformational leadership has piqued the interest of scholars due to its unique characteristics that set it apart from traditional leadership styles, such as authoritative or transactional leadership (Sokolović et al., 2022). Transformational leaders can serve as exemplary figures who are highly regarded, esteemed and relied upon. They allocate attention to the growth and development of their followers, foster innovation by challenging, abstaining, and resolving existing issues using novel approaches, and motivate individuals to prioritize the interests of the organization over their own (Chen et al., 2018). Additionally, transformational leadership has been acclaimed for its ability to evaluate the success of a leader through its process. The ability to adapt to the specific needs of subordinates, to empower them, and to connect the aims and goals of the person, the leader, the group, and the wider organization are all characteristics of transformational leaders, according to (Bakri et al., 2023). Furthermore, the topic of organizational culture was introduced into the field of management writing in the 1980s.

An organization's culture plays a significant and primary function in the organization, and many academics feel that culture is not only a concept that can explain a wide range of organizational phenomena, but it is also a notion that managers of an organization utilize to construct an efficient organization ((Sokolović et al., 2022)). In addition, studies undertaken by scholars like (Pawestri, P., & Prasetyani, D. (2024) and Singh & Gujral, (2022) suggest a relationship between emotional intelligence and organizational culture. Likewise, Bakri et al., (2023) discussed the influence of transformational leadership on organizational culture. Furthermore, according to Widayati et al. (2022) and Al Dhanhani & Abdullah (2020) have proposed that organizational culture has an impact on the performance of its employees. According to the existing body of research, there are not many studies that investigate the impact that emotional intelligence and transformational leadership have on organizational culture and employee performance. As a result, the objective of this research is to evaluate the influence of emotional intelligence and transformational leadership on organizational culture and employee performance (Pawestri, P., & Prasetyani, D. (2024)).

The performance of an organisation is related to the magnitude of output in meeting its goals and objectives to produce the desired results. Organisations analyse outputs based on their financial position, value to their stakeholders, and comparative performance relative to peer organisations. On a higher level, the performance of a country is often related to the strength of the public sector, which in turn relies on the capabilities and competencies of the employees. In a global context, the comparative performance of the respective countries are mainly determined by their global economic position. Individuals with higher emotional intelligence (EI) display prosocial behaviours, indirectly acquiring the traits to behave appropriately in interpersonally challenging situations (Martin-Raugh et al. 2016). The ability of the employees to steer and facilitate economic growth through respective channels and ministries require special attention. In addition to their role as advisors that steer and guide politicians in policymaking, they assist in the implementation and administration of the policies. With their role as civil servants deemed as a very critical one, employees should consist of highly mature and capable personnel of high calibre and integrity. In addition to the expectations of having widespread knowledge and awareness in public law and policies, and the capabilities of maintaining a healthy relationship with the public, civil servants are expected to possess high levels of EI (Lee 2018).

The government administration, which provides public services, need to embrace the agile environment positively during these unprecedented times of global economic crisis, topped by the pandemic situation. Despite the stressful work environment created by the Covid-19 pandemic, employees with high EI have displayed the highest levels of work performances and the least counterproductive work behaviours, in contrast to those with lower EI who exhibited higher stress levels at work (Sadovy et al. 2021). Covid-19 has had a significant impact on working conditions, the mental health of individuals, social interactions between individuals, groups, and organisations, thus leading to a “psychological pandemic”; consequently, various mediations are expected to be implemented in order to improve this situation (Giorgi et al. 2020). Since EI has been established as a significant psychological determinant in the workplace, it may have a

contributing role in the Covid-19 pandemic state (Maharaj, et al., 2024). The growing attention on digitalisation in the public sector requires an effective and efficient public service delivery (Veerankutty et al. 2018). Therefore, the EI of civil servants has an imperative role in strengthening the performance of governmental organisations during such times.

EI is the ability to perceive, access, and generate emotions to assist in the generation of corresponding thoughts; it is the ability to understand emotions and the knowledge they generate, and to further regulate emotions in an attempt to promote intellectual growth (Goleman 1995). Managers with higher EI qualities demonstrate strong moral behaviour, implying positive professional activity at the workplace (Angelidis and Ibrahim 2011). Effective leaders are good communicators, have an optimistic attitude, are flexible in their thoughts, and are emotionally balanced (Mittal and Sindhu 2012).

In the context of public service, EI can be defined as the ability to deal amicably with emotions at the workplace. It consists of social awareness, self-awareness, self-management, and relationship management (Goleman 1995). Studies in various settings have established that EI fosters effective leadership (McCleskey 2014). A significant amount of research involving employees has been conducted in the education sector, but with limited research in the public sector (Lee 2018; Majeed et al. 2017; Arfara and Samanta 2016; Guy and Lee 2015). Puertas Molero et al. (2019) assert that EI is a key influence in the educational environment, contributing to the psychological well-being of educationists. This study intends to bridge this gap by highlighting the influence of EI on organisational performance (OP) in the public sector, particularly based on employees in Malaysian public service. According to Kerr et al. (2006), integrating EI as an intervention tool in the recruitment and selection as well as the training and development processes of managerial personnel endorses the effectiveness of leadership skills. The attitude of employees in the service industry towards customers has profound long term and short-term impacts, as it has been proven that employees who are attentive, courteous, and responsive are integral components in public service (Agus et al. 2007). As leadership emerges as a complex and forceful element, developing a global mindset and attitude requires an evidence-based strategic framework (Avolio et al. 2009). Findings reveal that EI is highly effective in predicting organisational commitment, subsequently encouraging a positive OP (Adeoye and Torubelli 2011).

Employees in the public sector, especially the employees, are usually faced with emotionally intense duties and responsibilities, making EI an important factor (Lee 2018). Public service jobs mostly involve work demands that are emotionally intense (Guy and Lee 2015). EI is an important factor that provides improved capabilities for achieving organisational goals and job objectives, inducing better teamwork through cooperation and trust (Arfara and Samanta 2016).

Emotionally intelligent employees tend to have a positive mindset, appear more contented, dedicated, and loyal to their profession and organisation, which in turn creates a conducive environment that effectuates improved job performances (Miao et al. 2017). Burnout at the workplace can be decreased with the ability to manage and regulate one's emotions (Arfara and Samanta 2016). Employees with high EI levels have been found to have a lower burnout rate in performing tasks (Sanchez-Gomez and Bresó 2020). The absence of employee burnout while performing a task encourages employee engagement, allowing for consistent focus on the task at hand, thus contributing to a higher level of motivation in performances (Pillay et al., 2021). The leaders in public management and administration should consider traits of EI as important elements in the characteristics of personnel recruited into the public sector, mainly in terms of self-awareness and regulation (Lee 2018; Arfara and Samanta 2016). The perceived influence of EI implicates its inclusion in training and development initiatives (Guy and Lee 2015), which would help organisations to enhance the level of commitment by means of the improved individual behaviour (Majeed et al. 2017) and team performance of emotionally strong and consistently motivated team members (Sithambaram et al. 2021). EI determines the performance of employees; a high EI level produces high performances, while a lower level of EI breeds low performers (Law et al. 2004; Van Rooy and Viswesvaran 2004; Mayer et al. 2012; Cuéllar-Molina et al. 2019). In a broader perspective, Alkahtani et al. (2021) argued that culture is supposed to play an important role in the emotional capability of employees. Having been blended into organisations over time, organisational culture is difficult to alter over short durations.

Control of emotions, perceptions, adjustments, self-management, interpersonal effectiveness, and discussion skills are traits of EI in successful organisations (Maharaj, P., & Ramsaroop, A. (2024). Organisations that are aware of EI invest in relationship, empathy, and problem-solving training programmes. These traits are utilised to resolve situations and communicate requirements in a clear and structured way that is well received (Pearman 2011).

On the contrary, some results of empirical studies do not support relationships with EI. A range of literature reviews have concluded that EI has no relationship with perceived leadership effectiveness, perceived leadership outcomes, and transformational leadership (Cavazotte et al. 2012). Additionally, the difficulties in measuring EI is a key problem, which

hinders the development of a strong scientific base for EI (Matthews et al. 2012; Burcea and Sabie 2020). This has also been highlighted by Miao et al. (2017), who argued that incorporating EI as part of personality and cognitive measures can improve the analysis of job contentment, organisational commitment, and employee retention. Although there are a range of literature with weak evidence, there is sufficient evidence to suggest that EI is an important element in leadership effectiveness (Md-Sahidur-Rahman et al. 2020). Despite these empirical constraints, vast studies acknowledge that emotions are embedded in interpersonal exchanges, and individuals differ in their ability to manage and perceive emotions, emphasising the importance of emotions in leadership research (Belfanti 2017).

In today's dynamic and rapidly changing work environment, organizations are increasingly recognizing the pivotal role that emotional intelligence (EI) plays in enhancing overall performance. Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions as well as the emotions of others. Studies suggest that employees with high emotional intelligence can facilitate better communication, improve teamwork, enhance leadership effectiveness, and boost employee morale—all of which are critical elements for organizational success (Pawestri, P., & Prasetyani, D. (2024).

However, despite its significance, many organizations do not fully leverage emotional intelligence as a strategic asset. There is often a lack of awareness regarding how emotional intelligence impacts various facets of organizational performance. Discrepancies in emotional intelligence levels among employees can lead to misunderstanding, conflict, decreased productivity, and high turnover rates, thereby hindering the organization's ability to achieve its objectives (Othman, et al., 2024). Moreover, the existing literature on emotional intelligence and organizational performance remains fragmented, with inconsistent findings across different industries and cultural contexts, complicating the establishment of a clear framework for implementation.

As organizations strive to enhance performance in an increasingly competitive landscape, it becomes imperative to explore the relationship between employee emotional intelligence and organizational performance more comprehensively (Bakri et al., 2023). This research aims to identify the extent to which emotional intelligence influences key performance indicators such as employee engagement, team collaboration, customer satisfaction, and overall productivity. It also seeks to understand how organizations can effectively develop and capitalize on emotional intelligence among their workforce to foster a more resilient and high-performing organizational culture.

In summary, the problem lies in the underutilization of emotional intelligence within organizations, the lack of clarity regarding its impact on various dimensions of performance, and the need for a strategic approach to cultivate emotional intelligence among employees to enhance overall organizational effectiveness. Addressing this problem can potentially lead to improved working environments, higher employee satisfaction, and ultimately, better organizational outcomes. Therefore the study sought to examine the effect of employee's self-awareness on organisational performance of the county government of TransNzoia Kenya.

2. SELF-AWARENESS

Self-Awareness concerns knowing one's internal states, preferences, resources, and intuitions. Self-awareness involves emotional awareness, which is deemed as the fundamental core ability of emotional intelligence, and ability to know one's strength and limits and self-confidence (Muthembwa, et al., 2019). It recognizes the importance of one's own feelings and how it affects one's performance.

Self-awareness is the key to realizing one's own strengths and weaknesses. Self-awareness is the first element of Goleman's emotional intelligence theory and is concerned with knowing one's internal states, preferences, resources, and intuitions. It involves knowing one's strengths and weaknesses as a person, and a Leader. The self-awareness cluster contains three competencies, these are: Emotional Awareness which involves recognizing one's emotions and their effects, accurate self-assessment which involves knowing one's strengths and limits and lastly self-confidence which involves a strong sense of one's self-worth and capabilities (Goleman, 1998).

Reuben and Ubulom (2022) affirmed that Self-awareness is the ability for someone to recognize and monitor self-emotions or feelings from moment to moment as it is very crucial to psychological insight and self-understanding of things around the environment. Beyond recognizing emotions, the person is being aware of self's actions, feelings, moods and those of others within a circle. Self-awareness implies being aware of our feelings and thoughts about a particular feeling, which can be a nonreactive, non-judgmental attention to our inner state.

People with greater certainty concerning their feelings are better pilots of their lives, having surer sense of how they really feel around personal decisions. Self-awareness license one to perceive things from the perspective of other people, maintain self-control, work collaboratively, be creative and notice one's ego. It helps the individual who evaluate self routinely where and when necessary (Reuben & Ubulom, 2022). It is the ability to analyse uncertain, stressful situations; identify possible solutions; improvise; and maintain composure (Park & Park, 2019).

Self-awareness is an attribute of authentic leadership. It is reflected in the way authentic leaders think about their values, identity, emotions, goals, knowledge, and capabilities (Steffens et al., 2021). Self-awareness brings many psychological benefits, including increased self-regulation, more attention to others' needs (pro-sociality), and less stress and anxiety (Donald et al. 2019, Hali et al. 2021, Hülshager et al. 2021, Rasheed et al. 2019). Self-awareness affects behaviors and outcomes through internal states (self-confidence, self-identity) and accuracy of how we believe others view us and how we perceive others.

The performance of an organization depends on its employees, who are a key part of the organization and form the team that works towards achieving the organisation's goal (Almatrooshi, Singh & Farouk, 2016). Organizational performance the ability for an organization to fulfill its mission through sound management, strong governance and a persistent dedication to achieving specific goals over a given period of time (Stafford & Miles, 2013). Performance is equally defined as the achievement of financial and non-financial goals that enables an organization to remain viable and sustainable both in the short term and in the long run (Denison, Haaland, Goelzer & Yilmaz, 2008). High organizational performance is achieved when all the parts of an organization work together to achieve desired results (Ansoff, 1987). Several empirical studies The concept of organizational culture emerged in the United States in the mid 70's with the writings of scholar's like Ansoff (1987); Schein (2007); Rieley and Clarkson (2001) among others. These scholars argued that organizational culture defines the parameters that propelled fortune 500 companies in the US, UK, and other developed countries to enhance performance and remain competitive even in the face of intense globalization. Most organizations in the developing countries started paying attention organizational cultural in the 1990s when globalization picked in Asia, Africa, and South America (Marcoulides & Heck, 1993; Magee, 2002). Most organizations in the developing countries had no choice but to undergo transformative change in the way their internal systems and structures were designed. This was geared at adopting globalized cultures that were imported by multinationals establishing shop within this countries, and competing for similar customer base. Kamugisha, (2013) posits that organizations that have good performance are perceived to have effective and essential organizational culture. Therefore, for organizations in the developing countries to compete effectively with effects of globalized business environment, they had to adopt those cultures that were congruent with sustainable performance and those that enhanced competitive advantage (Stafford & Miles, 2013).

Organizational performance encompasses ability of an organization to realize its potential or targets overtime. As indicated earlier, in defining organizational culture, senior managers, usually take the responsibility or guiding and navigating their organizations through various goals with aim of achieving specified or desired performance (Minkov & Blagoev, 2011). Therefore, in most instances than not, managers shape and set performance and accountability measures that over time do form the real or perceived organizational culture, which in turn enhances or inhibits organizational performance (Rieley & Clarkson, 2001). The greatest interest among many organizations currently is the need to improve performance. In this regard, the ability of an organization to improve performance is largely predicated upon the organizations interaction with effective and productive culture (Minkov & Blagoev, 2011). In order to increase the ability for organizational culture to be effective towards enhancing organizational performance there is needs to look at several interrelated dynamics. This includes how employees make the connection between what they do, and how they do it; the clarity of understanding on principles and organizational values; understanding the locus between individual behavior and performance; and how effective planning impacts performance (Mbuvi, 2010).

3. METHOD

This study adopted a descriptive research design. This study was conducted in Trans Nzoia County. Thus, the target population for the study was 100 employees comprising of management and a supervisory cadre within the county government of TransNzoia. Since the study population is small, the study worked with an entire population which is a census. The data collection instrument was a questionnaire and other information relevant to the study. A structured questionnaire will be administered to the respondents. Piloting was done to test the validity and reliability of the data collection. Once data is collected, it was crosschecked and verified for errors, completeness and consistency. It was then be

coded, entered and analyzed descriptively using IBM Statistical Package for Social Sciences (SPSS version 27). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was adopted computed to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSIONS

4.1 Effect of employee's Self-Awareness on Organizational Performance of the County Government of TransNzoia Kenya.

The first specific objective of the study was to determine the effect of employee's self-awareness on organizational performance of the county government of TransNzoia Kenya. The respondents were requested to indicate their level of agreement on statements relating to effect of employee's self-awareness on organizational performance of the county government of TransNzoia Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.1.

From the results, the respondents agreed that self-awareness concerns knowing one's internal states, preferences, resources, and intuitions. This is supported by a mean of 3.351 (std. dv = 0.832). In addition, as shown by a mean of 4.232 (std. dv = 0.741), the respondents agreed that self-awareness involves emotional awareness which involves recognizing one's emotions and their effects, accurate self-assessment which involves knowing one's strengths and limits is deemed as the fundamental core ability of emotional intelligence, and ability to know one's strength and limits and self-confidence. Further, the respondents agreed that self-awareness is the ability for someone to recognize and monitor self-emotions or feelings from moment to moment as it is very crucial to psychological insight and self-understanding of things around the environment. This is shown by a mean of 3.431 (std. dv = 0.803).

The respondents also agreed that self-awareness implies being aware of our feelings and thoughts about a particular feeling, which can be a nonreactive, non-judgmental attention to our inner state. This is shown by a mean of 3.526 (std. dv = 0.811). With a mean of 3.913 (std. dv = 0.731), the respondents agreed that people with greater certainty concerning their feelings are better pilots of their lives, having surer sense of how they really feel around personal decisions. Further, the respondents agreed that Self-awareness license one to perceive things from the perspective of other people, maintain self-control, work collaboratively, be creative and notice one's ego. This is shown by a mean of 3.231 (std. dv = 0.832).

Table 4.1: Effect of Employee's Self-Awareness on Organizational Performance of the County Government of TransNzoia Kenya;

	Mean	Std. Deviation
Self-Awareness concerns knowing one's internal states, preferences, resources, and intuitions.	3.351	0.832
Self-awareness involves emotional awareness which involves recognizing one's emotions and their effects, accurate self-assessment which involves knowing one's strengths and limits is deemed as the fundamental core ability of emotional intelligence, and ability to know one's strength and limits and self-confidence	4.232	0.741
Self-awareness is the ability for someone to recognize and monitor self-emotions or feelings from moment to moment as it is very crucial to psychological insight and self-understanding of things around the environment	3.431	0.803
Self-awareness implies being aware of our feelings and thoughts about a particular feeling, which can be a nonreactive, non-judgmental attention to our inner state	3.526	0.811
People with greater certainty concerning their feelings are better pilots of their lives, having surer sense of how they really feel around personal decisions	3.913	0.731
Self-awareness license one to perceive things from the perspective of other people, maintain self-control, work collaboratively, be creative and notice one's ego	3.231	0.832
Aggregate	3.902	0.895

4.2. Performance of the County Government of TransNzoia.

The respondents were requested to indicate their level of agreement on various statements relating to the influence of performance of the county government of TransNzoia. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in table 4.2.

From the results, the respondents agreed that organizational performance is the ability for an organization to fulfill its mission through sound management, strong governance and a persistent dedication to achieving specific goals over a given period of time. This is supported by a mean of 4.270 (std. dv = 0.946). In addition, as shown by a mean of 3.967 (std. dv = 0.830), the respondents agreed that high organizational performance is achieved when all the parts of an organization work together to achieve desired results. Organizations that have good performance are perceived to have effective and essential organizational culture that observes the employees emotional intelligence. This is shown by a mean of 3.812 (std. dv = 0.741). The respondents also agreed that organizational culture that observes the employees emotional intelligence enhances employee performance. This is shown by a mean of 3.801 (std. dv = 0.832). With a mean of 3.732 (std. dv = 0.914), the respondents agreed that organizational performance encompasses ability of an organization to realize its potential or targets overtime. The respondent also agreed that good employee emotional intelligence enhances organizational performance. This is shown by a mean of 3.950 (std. dv = 0.799).

Table 4.2: Performance of the county government of TransNzoia.

	Mean	Std. Deviation
Organizational performance is the ability for an organization to fulfill its mission through sound management, strong governance and a persistent dedication to achieving specific goals over a given period of time	4.270	0.946
High organizational performance is achieved when all the parts of an organization work together to achieve desired results	3.967	0.830
Organizations that have good performance are perceived to have effective and essential organizational culture that observes the employees emotional intelligence	3.812	0.741
organizational culture that observes the employees emotional intelligence enhances employee performance	3.801	0.832
Organizational performance encompasses ability of an organization to realize its potential or targets overtime.	3.732	0.914
Good employee emotional intelligence enhances organizational performance	3.950	0.799
Aggregate	3.997	0.841

4.3 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (effect of employee's emotional intelligence on performance of the county government of TransNzoia and (employee's self-awareness).

4.3.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (employee's self-awareness) and the dependent variable (performance of the county government of TransNzoia) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4.3: Correlation Coefficients

		Performance of the county government	Employee's self-awareness
Performance of the county government	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	80	
Employee's self-awareness	Pearson Correlation	.832**	1
	Sig. (2-tailed)	.002	
	N	80	80

From the results, there was a very strong relationship between employee's self-awareness and performance of the county government of TransNzoia, Kenya. ($r = 0.832$, $p \text{ value} = 0.002$). The relationship was significant since the $p \text{ value}$ 0.002 was less than 0.05 (significant level).

4.3.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (employee's self-awareness) and the dependent variable (performance of the county government of TransNzoia).

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847	.733	.721	.106761

a. Predictors: (Constant), Employee's Self-Awareness

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r -squared for the relationship between the independent variables and the dependent variable was 0.733. This implied that 73.3% of the variation in the dependent variable (performance of the county government of TransNzoia) could be explained by independent variables (employee's self-awareness).

Table 4.5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	29.591	1	3.117	67.12	.000 ^b
Residual	7.571	79	.050		
Total	36.062	80			

a. Dependent Variable: Performance of the County Government of TransNzoia

b. Predictors: (Constant), (employee's self-awareness)

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 67.12 while the F critical was 2.202. The $p \text{ value}$ was 0.000. Since the F -calculated was greater than the F -critical and the $p \text{ value}$ 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of employee's self-awareness on performance of the county government of TransNzoia Kenya.

Table 4.6: Regression Coefficients

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	0.677	0.031		5.802 0.000
	Employees self-awareness	0.741	0.063	0.315	4.033 0.000

a Dependent Variable: Performance of the county government of TransNzoia Kenya.

The regression model was as follows:

$$Y = 0.677 + 0.741X_1 + \varepsilon$$

According to the results, employee's self-awareness has a significant effect on performance of the county government of TransNzoia Kenya. $\beta_1=0.741$, p value= 0.000). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the study concluded that employee's self-awareness has a significant effect on performance of the county government of TransNzoia Kenya. $\beta_1=0.741$, p value= 0.000). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05. The study came up with the following recommendations; the management of the county government of TransNzoia should be concerned with knowing employee's internal states, preferences, resources, and intuitions, one's strength and limits and self-confidence. The management should be able to recognize and monitor self-emotions or feelings from moment to moment as it is very crucial to psychological insight and self-understanding of things around the environment. The employees should have the ability to regulate and checkmate emotions, feelings and instincts while dealing with others at work as well as ability for an individual to recognize and understand his/her mood emotion and drives as well as their effect on other people around.

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