

Determinants of Quality Work Life on Organisational Performance at Kenya Agricultural and Livestock Research Organization

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Abstract: The purpose of the study was to establish the determinants of quality of work life at Kenya Agricultural Livestock Research Organization . The specific objective of this study were; to establish the effect of career growth to the organizational performance at Kenya Agricultural Livestock Research Organization. The study adopted a descriptive research design with the target population for the study was 968 respondents comprising senior, middle and lower levels of staff with a sample size of 283 respondents. Data was obtained from both primary and secondary data sources using varied techniques. The researcher administered the questionnaires online, due to the COVID-19 pandemic in the country which had limited personal movement, after obtaining permission from top management. Regression analysis was used as a statistical tool to determine the relationship between variables. Inferential statistics was dealt with on the study variables at 0.05 significance level. The collected data was analysed using both descriptive statistics and inferential statistics and presented in graphs, and tables using frequencies, and percentages in describing the characteristics of the collected data. Data was analyzed using the Statistical Package for Social Sciences version 23 which was then interpreted and inferenced according to the study objectives. The multiple regression and correlation analysis were utilized in establishing the relationship between the study variables. The findings established statistically significant regression effect among the variables. The F-distribution ($F=8.730$) was used to predict the dependent variable which indicated an overall statistically significant model with Career Growth 61.0% ($t\sim 2.305$); of Organizational Performance at Kenya Agricultural Livestock Research Organization. The study was significant to the management, employees and customers of Kenya Agricultural Livestock Research Organization. The research will also contribute the scholarly literature on quality work life both at Kenya Agricultural Livestock Research Organization and other organizations.

Keywords: Career Growth, Organisational Performance.

1. INTRODUCTION

Tanaya and Chandan (2015) avow that quality of work life (QWL) is a multidimensional construct covers the physical, social, psychological and environmental dimensions of an employee. Tripathy (2017) established that high quality of work life is necessary for organizations to attain and sustain not only competitiveness, but growth and stability. Lolemo, Admasu and Mirkuzie (2017) observes that quality of work life (QWL) is a process by which the organizations' employees and stakeholders get an insight into how to work better together to improve both the staff's quality of life and the organizational effectiveness simultaneously. This concept basically pronounces the way by which an organization can safeguard the holistic well-being of an employee rather than only concentrating on job-related features. Tripathy (2017)

further admits that QWL is a multidimensional idea which describes an employee's emotion regarding several aspects with respect to work. These include the job content, working situations, fair and adequate compensation, career advancement chances, duty discretion, involvement in decision making, occupational health and safety, work stress, employment security, organizational and personal relations and work life stability. Bindi and Dharmaraj (2017) affirms that organizational competitiveness is very much dependent on among other things its efficiency, reduction of operational costs, sustainability of quality product production, and above all, prudent utilization of its human resources (HRs).

Competitiveness of an organization largely depends on how its employees can uniquely and specifically perform in their jobs and this in turn demonstrates the total organizational performance (Tuan, 2016). Organizations that do not recognize the truth that their HRs are the most critical determinants of gaining competitive edge over their competition have very little chances of taking advantage of existing opportunities (Bindi and Dharmaraj, 2017). Khaled and Ghufuran (2018) postulate that quality of work life as a person's assessment response to his or her satisfaction with the overall workplace between employees and the whole working environment. Conversely, Tripathy, (2017) defines QWL as the total encouraging conditions and environments at the workplace that stimulate, support and enhance employee satisfaction. Organizations have the responsibility to provide facilities or welfare measures that can inspire their employees, and only to the extent that those facilities or welfare initiatives resonate positively with their psychological contract (Bindi and Dharmaraj, 2017).

Traditionally, QWL's use was limited to job redesign by basing on social-technical systems approach (Tanaya and Chandan, 2015). They add that QWL concentrated its attention on objective criteria such as pay and benefits, attracting quality employees and job security. However, QWL has now swiftly shifted to job satisfaction and commitment (Tripathy, 2017). It is worth noting that this trend is gradually changing to encompass wider interventions (Swamy and Rashmi, 2015). QWL has come up prominently as one of the most essential phenomenon that guarantees long-term employee engagement and commitment (Gaurav, 2012). Nonetheless, QWL is more than individual aspects such as staff well-being and their attitudes towards their job; it goes beyond job satisfaction (Tripathy, 2017). Mathison, (2012) posit that QWL is a dimension that is related to employee welfare, job satisfaction a product of QWL, and QWL in turn influences all life aspects such as family life and social life. It is worth noting that people are the most significant asset of any organization, and therefore the manner in which an organization manages its employees has an effect on its performance. Leitão, Dina and Gonçalves, (2019) opine that enhancing QWL and performance is of paramount importance, because productivity and innovation are a section of European Union countries' agenda. The Council of the European (2010) affirm that having a small labor force with a large aging population means that there is an ever growing need to increase HR productivity. In a study conducted in Bulgaria, Rohani, Badrul, Mazzini, Salwana and Khulida (2016) state that managers are tasked with the responsibility of exploring and evaluating QWL, and thus develop, update and implement strategies and policies that improve QWL.

Organization managers are not just to offer good pay, but to also create the most beneficial and satisfying working environment for employees at all levels of the organization. Rubel, *et al*, (2014) in Bangladesh carried out a study on QWL and employee performance and antecedent outcomes of job satisfaction in the garment industry. The factors they identified for QWL included proper wage, leave facility, medical facility, promotion opportunity, supervision behavior and working conditions. It emerged from the study findings that job satisfaction is the most important component of employee performance. The perception of an individual's QWL has a strong impact on explaining the level of satisfaction. Since satisfied employees are more focused and committed to the organizational successful performance, it is therefore essential to assure QWL to make employees satisfied). Khaled and Ghufuran (2018) who conducted their study in Pakistan's banking sector on job satisfaction and employee turnover intention found out that employee dissatisfaction with their working life results from a mismatch between their expectations and reality; which eventually affects their performance. In the United Kingdom Denvir *et al*, (2007), say there is a discourse about whether the attention of the government should be to secure economic growth, well-being or QWL of its nationals. The debate has raised pertinent issues and questioned if economic growth in deed has adverse repercussions on QWL through longer working hours.

Denvir *et al*, (2007) argue that the bottom-line is that out of all the above aspects, economic prosperity is only a segment of the critical elements that form the components of QWL. Abdul Azeez and Zurina (2016) opines that economic growth only serves to deliver limited extra happiness for nationals of the developed countries, yet unemployment is the major cause of unhappiness which should in fact be the basis of policy formulation. Tanaya and Chandan (2015) affirm that

Better QWL is the key to attract and retain qualified and motivated employees and can possibly lead to enhanced quality of services in health care organizations. Lolemo, Admasu and Mirkuzie (2017) equally established that employees who were gratified with their QWL work with greater interest are more devoted to the organization and are more productive. Findings from a study conducted in Saudi Arabia indicated that 52.4% of nurses, particularly primary health care unit (PHCU) nurses, are dissatisfied with their quality of work life. This was as high as 70.8% among Iranian nurses. Blaauw *et al.*, (2014) note that QWL is meant to be one of the priority elements when it comes to attracting and retaining employees. In their study on nursing education reforms in South Africa, they argue that it is important to recognize the importance of QWL as a strong influence in retaining the requisite number of nurses in every healthcare. Blaauw *et al.*, (2014) say to be able to tackle QWL questions, issues to be addressed among them is workload, professional leadership, clinical support, flexibility, planning and placement, safety and better salaries. Kelbiso *et al.*, (2017) in their study in Ethiopia found out those employees who are happy with their QWL are more engaged in their work and more committed; the implication which is more productivity. Further findings from the study indicate that when employees are satisfied, with QWL, their performance is improved. There is reduction in absenteeism, reduction in professional draining, a drop in occupational injuries and increased work pleasure and satisfaction. In Algeria, Nayeri *et al.*, (2016) posit that low QWL is a result of lack of autonomy, increased workload, role conflict, and lack of career development opportunities, low salaries, lack of stakeholder support and lack of sufficient welfare facilities. Other studies by Tsitsango, (2015) in the Democratic Republic of Congo show that leading factors to dissatisfaction of a poor QWL is unsuitable working hours, inability to balance work and family commitments, poor terms of employment, frustrating promotion delays, lack of organizationally driven employee development program among others.

Gimose, (2015) aver that whatever personal action that is related or dealing with other people has an impact on QWL in some way or another. Guvai (2011) carried out her study to establish QWL as it relates to organizational stress and performance among 600 middle level managers in state corporations. The findings indicate that among others, the most outstanding QWL constructs were nature of supervisory behavior, perceived amenities at work, influence at work and nature of job. Gimose (2015) has researched on how perceived organization's QWL can impact on its performance. When two groups of financial companies, both privately owned and public owned were compared in terms of revenue returns, it emerged that companies with high QWL enjoyed exceptional growth and profitability than those that did not. Mukururi and Ngari (2014) established that in the Kenyan banking new working practices and rapid technological advances are changing the nature of many jobs. A job is compatible with an employee when it involves duties and assignments that the employee finds interesting, when it requires abilities that the employee possesses and when it provides rewards that the employee finds desirable. Too much emphasis on work frequently results in feelings of loneliness and frustration. Job satisfaction typically increases with improved life balance, which in turn increases employee loyalty, creativity and productivity. In Kenya, the banking Sector has evolved drastically, Commercial Banks are very competitive and this has resulted in coming up with measures geared towards attracting new customers and retaining the existing ones in order to have a larger market share.

Banks in Kenya are now bringing in more profits by being customer focused. In order to attain this they have increased their opening hours, introduced more products, opened up more branches and have adopted the latest IT Infrastructure. This has led to their Employees working longer hours, having a greater and more complex workload, being moved from one branch to another, therefore, experiencing a lot of work pressure and creating a culture of poor work life balance resulting to their employees becoming highly dissatisfied with their jobs. Banks are now experiencing high Labor turnover, absentees and they have incur huge losses caused by employee negligence. Sari, Bendesa and Antara (2019) posit that the hotel and restaurant industries in Kenya has grown to become one of the largest labor companies in the world that employs more than 35% of the world's workforce in the 21st century, and is expected to grow to more than 48% by 2020. A hotel as part of accommodation in the tourism industry requires human resources. Human resource development is important because labor is an important asset so maintaining competent human resources is important for hotel management. All things related to welfare, comfort in work life are known as Quality of work life. High Quality of Work Life is achieved if the employees get job satisfaction both in participating in decision making, as well as in having opportunities to develop. Employees who have work motivation and high job satisfaction will influence customer satisfaction. Satisfied employees are motivated employees; that is, they have motivational resources to provide good service. Satisfied employees are empowered employees, in other words, they have the resources, training, and responsibility to understand and serve customer needs. Bali as a tourism destination continues to grow to provide accommodation services.

Scanty information is available and even attempts that have been made to address a composite set of QWL indicators (Denvir *et al.*, 2007). High QWL is necessary for organizations to attain and sustain not only competitiveness, but growth and stability (Tripathy, 2017). Competitiveness of an organization largely depends on how its employees can uniquely and specifically perform in their jobs and this in turn demonstrates the total organizational performance (Rubel *et al.*, 2014). The government plan of the KALRO merger was to improve the services and generate more revenue for research purposes to make these organizations sustainable with the aim of attaining higher productivity. For this to be achieved, efforts towards quality of work life measurements have to be put in place in order to enhance productivity and stability of the workforce. In spite of salary increase, workers may still be dissatisfied due to boredom, frustrations anger that may result from poor working relationships, stagnations into career growth, poor working environment, lack of competitive and equitable pay structures. Employees at one-point face dissatisfaction with working life (Gaurav, 2010). KALRO like any other employer has put much pressure on their employees to meet deadlines and targets set in their performance appraisals in order to achieve its set objectives. Profitability of an organization is greatly linked to employee satisfaction and therefore need for KALRO to measure and improve on quality work life in order to achieve and remain competitive both internationally and locally. Studies by Lolemo, Admasu and Mirkuzie (2017) found out that QWL was related to lack of independence to make patient care decisions, increased workload, role conflicts, lack of opportunities for career advancement, low salary, lack of professional autonomy, lack of stakeholders support and insufficient welfare services. The attitude of society towards nursing, higher level of education and longer professional experience affected the quality of work life. Also, the result of previous studies implied that major influencing factors for dissatisfaction with QWL among nurses were unsuitable work hours, inability to balance work with family needs, insufficiency of breaks time, poor employment, delay in promotion, and insufficient hospital sponsored training. Nevertheless, from this analysis no study jointly examined the effect of Career Growth on Organizational Performance at Kenya Agricultural Livestock Research Organization.

2. EFFECT OF CAREER GROWTH ON ORGANIZATIONAL PERFORMANCE

Hedge and Rineer (2017) opine that major changes have been seen in the workplace during the last several decades that have transformed the nature of work in many organizations. In recent years, we have seen the globalization of numerous companies and industries, organizational downsizing and restructuring, greater use of information technology at work, changes in work contracts, and the use of various alternative work strategies and schedules. As a result, career pathways have also become more dynamic and variable. People must make career decisions within an increasingly uncertain organizational, societal, and global environment. Dialoke and Nkechi (2017) indicate that specific job and career movements of individuals have also become more difficult for the organization to anticipate, let alone control. In combination, these forces have changed the traditional career model, reducing its value as a universal standard for career growth. A dramatically different career landscape has emerged; the reality of today's organizational life is characterized by more dynamic and interactive models of career development. Hedge and Rineer (2017) avow that employees are increasingly deviating from the traditional career path that was characterized by long-term, full-time employment with one company. However, research is only beginning to address the types of alternative career paths that are now emerging, and which characteristics are related to the pursuit of traditional versus nontraditional paths. The focus of this research is to introduce a career pathways perspective as a framework for understanding and supporting career development, growth, and success. Dialoke and Nkechi (2017) depict that career growth which encompasses career advancement and career development as a phenomenon has been a major concern to scholars, researchers, decision makers and human resources experts. These stakeholders in human capital development strive to manage issues such as recruitment, selection, training and development, promotion, and so on emanating from career development and career advancement towards career growth.

Research has shown that career growth opportunities are an important determinant of employee-organizational relationships. Organizations that provide mechanisms for employee career growth create a mutual investment type of relationship with their employees (Weng, 2010) and an employees' career development occurs through a continuous. Acquisition of managerial or professional skills and experience which may bring about rewards and promotion. Thus, employee's development is a very important part of an organization's activities and is also related to their business strategies (Weng, McElroy, Morrow & Liu, 2010). Career development in dealing with individual's development at different career stages not only fulfills an individual's need but also that of the organization (Mullins, 2007). An organization uses many activities, techniques and programs that map out their employees' career (Robbins, 2010). This

plays an important role in maintaining the balance between an individual's need (job security, development and promotion) and the organization's need (employee's loyalty, trust, and commitment). Career management activities and development programs can give a supportive climate for organizational development. Mullins (2007) agrees and points out, that today's dynamic environment requires continuous professional and managerial development. He added that career growth is of great importance to both the individual employee and the organization, noting that there is an interaction between the organization for which he/she works and the development of the organization through the employee's career. Conversely, performance is considered to be related with the concepts of ability, opportunity and motivation (Weng, McElroy, Morrow and Liu, 2010), and employees being the key element of the organization determines the success or failure of the organization through their performance.

Today's employees are more career conscious than ever and are more demanding from their work in terms of fulfillment, personal growth and satisfaction. Hence, employees are expressing a strong desire to pursue more than just a job. They are looking for employment opportunities that promise an extension of their interests, personality and abilities. They want variety of things from their jobs outside a pay cheque and a few fringe benefits, and their loyalty to the organization depends upon the degree to which their employer satisfies these wants (Mullins, 2007), Career can be described as a series of positions occupied by an individual throughout his or her lifespan (Hedge and Rineer, 2017). Career is the constant progress, experience and skill acquisition of a person in a specific work field. Even though career, in the general sense, is defined as the total of the jobs a person undertakes through his or her entire life, it has a meaning beyond and wider than this definition. The career of individuals is not only the jobs they have, but their training for fulfilling the expectation, goal, emotion, and desires related to their job role, and, as a result, progressing in that workplace with the knowledge, skill, quality and desire to work. Career is individuals' usage of the positions related to their job consecutively during their personal life (Kaynak, 1996). Career is the process that is directly related to personal and organizational goals and creates an accumulation of experiences emerging from the tasks, jobs, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions (Yılmaz, 2006). According to this, most of the successes and failures related to the job experiences gained over time constitute the career of the person and at the same time provide the development in the career of the person.

All experiences gained during this phase of development interact with each other. Career generates the qualities of the person and the relationship outside these qualities. It is a process that indicated the relationship between a person's and the organization and rise and falls of this relationship (Işık, 1993). Career is understood as the succession of work experiences in an individual's lifetime (Arthur 2008). Career growth is defined as one's perceptions of the chances of development and advancement within an organization (Daud, 2014). Spector (2003) defined career growth or the so-called "career ladder as an improvement in the positions of employees who put in an effort to gain necessary skills and upgrade their performance. Weng et al., (2010) construct proposed four main construct of Organizational Career growth, viz., career goal progress, professional ability development, promotion speed and remuneration growth. Wherein, Career goal progress is a typical example of higher order need satisfaction (Weng et al., 2010). Achieving professional ability development in an organization is also an example of an advanced level of need satisfaction (Weng et al., 2010). Promotion speed is the pace at which the employee has climbed the ladder as opposed to stagnating in the same function for long time Dries *et al.* (2008). In addition to promotion speed, remuneration growth also provides a measure of how employees are evaluated by employers. Career is used in a meaningful manner, accorded meaning and creates meaning and experience (Shahbazi *et al.*, 2011). According to Che (2006), career is a series of an individual's work roles within a given timeframe.

Therefore careers emerge from the interface of individuals with the organization and the environment. It is worth noting that QWL is connected to career development, and career is growing from such interaction between employees and the organization. Serey (2016) argues that studies on QWL prove that career growth is an important determining construct of QWL. Shahbazi *et al.*, (2011) in their view state that most employees endeavor to improve their performance with a view to receiving positive feedback on how well they have done their job. This implies that during their career, they desire to experience growth and development. In other words, employees want to have a sense of direction they are going in their work life. Equally important is that QWL embraces career development practices that are employed in the organization (Serey, 2016), such as charting career paths which resonate with individuals' expectations and aspirations, preparing succession plans.

Hosseini *et al.*, (2010) argue that career achievement, career satisfaction and career balance are not the only important factors to attain good QWL, but rather creating quality work systems that involve motivation of employees which is a way of job enrichment.

Organizational Performance (OP) can be defined as the ability of an organization to attain its goals and objectives by optimum utilization of resources. There is a plethora of literature stating that organizations providing desirable QWL for its employees can achieve better human resource productivity and performance (Korunka, Hoonakker and Carayon, 2008). A study conducted by May, Lau and Johnson (1999) indicated that the companies, which had high QWL gained better profitability and higher growth compared to other companies. Better QWL is about being sensitive to the employees' physiological and socio-emotional needs in a holistic manner, which stimulates job satisfaction and enhances organizational productivity and efficiency (Ruzevicius, 2007; Schneider, Hanges, Smith and Salvaggio, 2003). QWL also helps in developing jobs and working conditions that are excellent for employees as well as for the economic health of the organization. Employees who are satisfied with the working environment are both loyal to the organization and capable of providing better quality of care. The above discussion provides ample evidences to establish the relationship between QWL and OP. But when we put the spotlight on health care organizations, this relationship is of critical importance. Nayeri, Salehi and Noghabi (2011) investigated the relationship between the QWL and productivity among nurses and suggested managers to design appropriate strategies for promoting QWL to enhance productivity in hospitals. Although Pradanova *et al.*, (2018) has observed that pay is an important factor in determining high QWL and that pay should be fair and equal, Rubel, *et al.*, (2014) say employees expect more than just financial gains (Pradanova *et al.*, 2018). They go ahead to point out that among the QWL components, remuneration is a low ranking component. OP can be defined as the ability of an organization to attain its goals and objectives by optimum utilization of resources. There is a plethora of literature stating that organizations providing desirable QWL for its employees can achieve better human resource productivity and performance (Korunka, Hoonakker and Carayon, 2008). A study conducted by May, Lau and Johnson (1999) indicated that the companies, which had high QWL gained better profitability and higher growth compared to other companies. Better QWL is about being sensitive to the employees' physiological and socio-emotional needs in a holistic manner, which stimulates job satisfaction and enhances organizational productivity and efficiency (Ruzevicius, 2007). QWL also helps in developing jobs and working conditions that are excellent for employees as well as for the economic health of the organization. Employees who are satisfied with the working environment are both loyal to the organization and capable of providing better quality of care. The above discussion provides ample evidences to establish the relationship between QWL and OP.

3. METHOD

The study adopted a descriptive research design. The target population from Food Crops Research Institute, Coffee Research Institute, Tea Research Institute and Sugar Research Institute, all under KALRO was 968 staffs/employees comprising of administration, auxiliary staff, research staff, and Technical staff (Engineers), and with a sample size of 283 respondents. Data collection instruments was questionnaire. Piloting was done to test the validity and reliability of the data collection instrument. Data analysis was done with the help of Statistical Package for Social Science software (SPSS version 24). Regression analysis was used as a statistical tool to determine the relationship between variables. A two-tailed Pearson Product Moment correlation was applied to determine the degree of relationship between the independent variables and the dependent variables. The data was analysed using descriptive statistics and presented in graphs, pie charts and tables using frequencies, percentages and means in describing the characteristics of the collected.

4. DISCUSSION

The findings of the Effect of Career Growth on Organizational Performance were presented on a likert scale of strongly agree, agree, not sure, disagree and strongly disagree in Table 4.1 below;

Table 4.1: Effect of Career Growth on Organizational Performance

Item	SD %	D %	NS %	A %	SA %
There are opportunities for promotion and are usually on merit.	10	5	10	47	28
Programmes to help employees to gain job skills exist.	4	7	4	43	42
Skills development programmes are relevant to employees' job.	7	11	7	32	43
Skills development programmes are adequate for employees' job needs.	5	5	5	40	45

Data on the Career Growth variable was collected from the respondents through questions and statements. When asked whether there are opportunities for promotion and are usually on merit, 10% strongly disagreed, 5% of the respondents disagreed with the question/statement. 10% were not sure, 47% agreed while 28% of the respondents strongly agreed that there are opportunities for promotion and are usually on merit. On whether Programmes to help employees to gain job skills exist, 4% of the respondents strongly disagreed, 7% disagreed, 4% were not sure they existed while 43% agreed that Programmes to help employees to gain job skills exist and 42% strongly agreed. When required to comment on whether skills development programmes are relevant to employees' job, 7% strongly disagreed, 11% disagreed, 7% of the respondents were not sure of the skills development programs' relevance to employees jobs, 32% of the respondents agreed while 43% of the respondents strongly agreed that skills development programmes are relevant to employees' job. On whether skills development programmes are adequate for employees' job needs; 5% of the respondents strongly disagreed, disagreed and remained non-committal respectively, 40% of the respondents agreed while the remaining 45% of the respondents strongly agreed that Skills development programmes are adequate for employees' job needs.

Relationship between Variables

The study employed correlation analysis and multiple regression model for the measurement and testing the nature of the relationship between the study independent variables; Career Growth (CG), and the dependent variable, Organizational Performance (OP).

Correlation Analysis

The relationship between the independent variables (Career Growth, and the dependent variable (Organizational Performance) was measured using correlation analysis by employing the SPSS version 23 software through which the results were processed and presented in the table as shown below;

Table 4.2: Correlation Matrix

	CG	OP
CG	542**	1
OP	1	.665**

**Correlation is Significant at the .01 level (2-tailed)

*Correlation is significant at the .05 level (2-tailed)

The association among the variables was as depicted by the correlation matrix table above. The results depicted strong relationship among the variables at the following coefficients: Career Growth at .542; all variables measure at a significance level of at $P < .01$. Paraphrasing Nang'ole (2020), the correlation matrix results as well as regression results for this study were utilized in the measurement of the strength of the relationship among the study variables and the recommendations and eventual conclusions of the study.

ANOVA

The ANOVA table presented the results from the research data analysis that was used for the prediction of the variables;

Table 4.3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.154	1	37.154	8.730	.05 ^b
	Residual	1136.265	267	4.256		
	Total	1173.419	268			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant); Career Growth,

From table 4.3 on analysis of variance ('Anova), the F-ratio ($F=8.730$) was found to be greater than the F-critical value (table value), at a significance level of $p < .05$ and from these results, the regression model was concluded to be fit for use in the analysis and prediction of the study results and model fitting.

Regression Results for Organizational Performance

The study used the independent variables (Employee Job Satisfaction, Career Growth, Working Environment and Employee Compensation) to explore the indicators of the dependent variable (Organizational Performance). The coefficient of determination (R-Squared) was used for identifying the variance to which the independent variables affected the dependent variable in the model. According to Kothari (2013), the higher the R-Squared value, the higher the degree of reliability and vice versa.

Table 4.4: Model Summary

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.914 ^a	.835	.838	.015

a. Predictors: (Constant), Career Growth

The overall contribution of the independent variables accounted for 83.5% ($R^2=.835$) of the predictability on the dependent variable (Organizational Performance) as shown in the table, with the balance of 17.5% being the variation in the dependent variable caused by other variables not forming part of the study.

Regression Analysis

Data on the nature of the relationship among study variables was analysed and presented in the table below;

Table 4.5: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	20.613	2.604		3.567	.000
	Career Growth	.593	.317	.610	2.305	.001

a. $P < .01$, 95% Confidence level, $N=268$

The following multiple regression model was therefore extracted from the above table:

$$Y = 20.613 + .610X_1 + e$$

The regression results indicated that the effect of the independent variables on the dependent variable was significant and in a linear relationship as shown by the multiple linear regression model extracted above. From the analysis of the model, it's evident that a unit increase (since all the variables have positive coefficients) in the dependent variables positively affects the dependent variable upwards by the same increment as in the independent variable as follows; Career Growth 0.610; The effects take place while holding other factors constant at zero and the organizational Performance at 20.613.

5. CONCLUSIONS AND RECOMMENDATIONS

From the analyzed data on the career growth study variable, KALRO had opportunities for promotion that were usually on merit as indicated by the respondents' feedback who were KALRO employees. It was also established from the questionnaire feedbacks that KALRO had Programmes to help employees to gain job skills. On whether skills development programmes at KALRO were relevant to employees' job, it was established that indeed the organization operates relevant skills development programs for employees. Finally, the study confirmed that the organization's skills development programs are adequate for employees' job needs.

The study findings led to the following conclusions as regards the study variables; that the dependent variable (Organizational Performance) was significantly correlated with the independent variables (Career Growth). The correlation results, from the correlation matrix, depicted a strong relationship between the dependent variable and the independent variables at the following coefficients; Career Growth ($r=.542$), all the variables measured at $p < .01$ significance level.

The study made the following recommendations from the analyzed data and findings thereof;

The organization should keep up the spirit of ensuring the available promotion opportunities continue being occupied by persons of integrity and those who merit. The management to come up with more programs meant to help employees gain job skills. That KALRO to ensure the employee skills development programs are and continue to be relevant to the employees' job through continuous review and updates which should also ensure that the programs continue being adequate for employee needs.

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