

The Influence of Competence Based Evaluation on Employee Productivity, Mombasa County Government, Kenya

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Abstract:

A key Factor to achieve competitive advantage in an organization is mostly through Human Resource. A workforce with the best talent is essential for organizational success. Employee competencies have been associated with individual skills to fulfill organizational expectations to achieve goals that are set by the top management of an organization. Employee performance is very important because of the attainment of organizational goals and objectives can be evaluated by the performance of the Human Resource.

This research paper focuses on the how employee performance is directly influenced by their competencies. Expectancy and human capital theories were used to support the research.

Expectancy Theory states that not only does performance rely upon the greatness of efforts applied but also on variables such as a person's ability and Personality. Human capital theory Grey Becker (2010) points that human capital is the set of productive knowledge and abilities a worker has. In adopting the methodologies, a descriptive research design is used to bring out the relationship- between the variables used in the study. In carrying out the Research, a total target of 43 employees of different cadres of the Mombasa County task force was involved. Primary data collected using Questionnaires was used. Data analysis constituted quantitative techniques that are shown by the use of charts, tables, and graphs. The research will extend to the body of knowledge in Human Resource Practices. Policy makers in Counties will use the findings to effectively and efficiently undertake organizational decisions on matters to deal with employee competence based evaluation and performance Management practices in aligning them to policies that will help promote prosperity in the Counties through increased performance.

Keywords: Employee Performance, Data Analysis, Productive knowledge

1. Introduction

The most significant aspect that helps achieve organizations purpose is human resources, in the event that they have the solid and pertinent competencies for the work requests. Organizations are recognizing that Human assets are the most profitable commodity the organization has, therefore getting the right hire is at the heart of most human Resource Managers (Girard & falley,2010) The accomplishment of an organization incredibly relies upon the nature of its human resources. At the end of the day high ability human Resource ordinarily will display High Performance. Employee performance can be achieved only if the workers are outfitted with the capabilities that are related to organizational targets. Employee competencies based evaluations represent the most powerful tool that leads to good organizational performance.

The nature of Human Resource is indistinguishable from its capabilities. Organizations around the world depend intensely on Knowledge, skill, capabilities and different attributes of their workers for accomplishing their objectives. A set of (KSAs) is known as the competency model (Campion et al, 2011).The skills, and abilities of human capital in an organization increase by offering individuals with learning and development opportunities. Employees will be better prepared to carry out their responsibilities and this is largely of significant worth to the organization. An enabled workforce that has the applicable learning, aptitudes and abilities can deliver magnificent organizational outcomes. (Alfes et al., 2010) Engaging workers through a more net worthy pledge to the organization's objectives urges workers to assume greater liability for their task execution and how they can improve. Aptitudes and abilities innate in the employee can be acknowledged and set to work to help the Organization (Armstrong, 2012).

This study is tied down to the Expectancy and Human Capital theories. Expectancy Theory, (Porter & Lawler, 1964) posits that performance majorly rely on extent of endeavors applied as well as on different determinants like individual capacities, attributes and job discernments impacted by variables, for example, expertise level, education, and age. On the off chance that an individual come up short on the correct capacity or has an erroneous job view of what is required; at that point a lot of energy may be used that results in tasks not being accomplished. Human capital theory by (Schultz, 1964) that was later on developed by (Becker,1964) hypothesizes that expenses incurred in Learning and development are usually very expensive, but very important as it helps employees acquire the required knowledge and skills with an aim of increasing individual salary.

Recent changes in economic, political and social transformations have resulted to Counties in Kenya emphasizing on employee competence based evaluation to achieve set goals and objectives. As a result Counties have

implemented training and development programs, restructuring, regulatory and policy reforms, business process reengineering, teambuilding, employee engagement as ways of increasing their performance in their subsequent sections. Citizenry identity and culture has also changed with the focus of enhancing Counties performance

1.1 Background: Competence based Evaluation on Employee productivity

Employee Competence

Competence can be characterized as the capability to satisfy an outstanding need effectively while completing an assigned job (Bell, 2007). It alludes to the important or fundamentals that are required for one to satisfy the requests of a specific undertaking or individual tasks. Thus, the structure of capability is gotten from the interest experienced with regards to work and regular day to day existence. (Weinert, 2011). Capability can be attributed to people, social gatherings, or foundations, which have or secure the conditions for accomplishing specific formative objectives, and when they fulfill significant needs introduced by the outside condition.

A person is said to be competent if they possess the conditions essential for accomplishing specific objectives that are related to work (Rychen & Salganic, 2002). Capabilities might as well be limits or manners implanted in an individual that are showed by activity (which infers expectations, objectives, and reason). along these lines, these descriptions demonstrate that skill perception mirrors an all-encompassing methodology, to the degree that bit incorporates and identifies with request from a specific position, characteristics (including morals and values), and contexts as the basic components of skillful task execution. Nonetheless, competencies can be surmised from task executions that are quite complex and rigid. Additionally, one can estimate or deliberately observe performance, from which one can be able to point out a fundamental capability. (Oates, 2011)

Employee Job Performance

This can be referred as values or general benefits that organizations acquire from workers in a particular timeframe, (Prasetya & kato, 2011). On the other hand (Platt & Sobotka , 2010) portrayed job performance as strategies used for accomplishing set goals and objectives within a job. According to them, it is a set of complicated and unpredictable activities showing how tasks are carried out and not the results of the acts used to carry out a task. (Carlson et al.,2006) portrayed job performance as the completion of activities by employees in a suggested standard set by management that is quantifiable, while making good use of available resources in a constantly changing environment.

The definition above shows that job performance is used to

assess the level at which activities are carried out by workers. In any case, (Brown, 2008) affirms that there is need for frameworks for job performance and they should be established on workers conduct instead of the outcomes of those conducts. He sets that if emphasis is put on outcomes, it is likely to have the employees come up with simpler approaches to accomplish pre- decided results that can be unfavorable to the organization in the long term. Subsequently, (Campbell, 1990) tends to agree on the fact that a workers' productivity should be looked at as a result of a combination of behavior and that the execution of those activities ought to be looked at as the observable behaviors that workers partake in. (Pritchard, 1995) came up with a theory of performance which stated that for increase productivity in an organization, it ought to either fully utilize its human resources and improve on its innovation. He went ahead and argued that the human Resources are biggest unexplored potential that an organization can use to improve its profitability.

Researchers have alluded to the essentialness and pertinence of job performance due to its significance in deciding the achievement and thriving of an entity. It is also of great importance to employees as it brings out the level of adequacy, high performance, and knowledge of work content and evokes emotions of work fulfillment. (Bandura, 1997).

1.2 Research Problem

(Appelhaum et al., 2011) revealed that capabilities are regularly used for performance appraisal. Competence is used to identify and measure behavioral factors relevant to performance. (Cropanzano et al., 2007) state that evaluation of workers' skills gives a compelling strategy to anticipating job performance. A person's performance is firmly impacted by a set of unique individual attribute (Ryan et al., 2009). On the off chance that a worker lacks the ability required for a specific occupation, or in the event he is not keen on the job, it is difficult to accept that the dimension of performance will be high. Then again, if management is keen on recruiting and training laborers abilities that are in sync with the requests of work, we can expect good performance. How employees carry out their roles directly affects how organizations objectives are accomplished.

1.3 The Objective of the Study

The main objective of the study was to determine the influence of perceived employee competence based evaluation on employee job performance in Mombasa County, Kenya.

1.4 Value of the Study

This highlighted challenges and benefits of having competent employees which will positively influence

performance and establish opinion and perception of Mombasa County by providing them with an insight on the benefits of having competent staff in place. They will then put in place measures to enhance good practices which will bring about increased productivity.

Secondly, the study will be vital resource document to the County Management in general by helping them understand the importance of hiring people with the correct capabilities and to refine these skills by developing suitable training and development programs. The correct blend of capabilities will ensure the improvement of employee performance and by extension the organizations' performance in general.

The study will be of incredible advantage to academicians undertaking comparative studies and developing Human Resource Practices in Kenyan Government Sectors. Also, it will act as a reference Material in regards to empirical studies on Employee job performance in the future.

1.2 Literature review

Human Capital Theory

Schultz (1961) perceived Human capital to be a significant element of national monetary development in the competitive business market. Human capital theory sets that learning through training increases workers profitability. This is because it helps the workers gain valuable learning experiences and skills that consequently lead to a rise in their benefits and what they earn in future by expanding their income in the near future (Becker, 1994). It hypothesizes that training and development are very expensive, therefore should be viewed as an investment as it is embraced with the end goal of expanding an individual's wages.

Human capital Scholars argue that organizations will contribute altogether to create novel aptitudes that is specific to the firm and are non-transferable by broad learning activities (Becker 1964). The human capital methodology is frequently used to clarify work related pay differentials. He observes that, just like machines, human capital is just the same as "physical means of production". Therefore, Investments can be put into human capital (by methods of Learning and development, mental well being and medical treatment among others) and outputs of individuals will fairly depend on the profit rate for the human capital one has. As such, human capital is a technique of creation, where any extra speculation produces extra output. Just like labor, land fixed a capital Human capital; we can say that Human Labor is nontransferable but substitutable.

Training and development that workers obtain regularly is connected with arrangements of abilities that are specific to an industry that one works in. There is vast confidence in learning being an important aspect in expanding the human capital. Thus, learning is critical as one acquires so much

information and abilities from different experiences (Sleezer, Conti, & Nolan, 2003). Organizations fundamentally organize the training programs and in any event somewhat, controls how much to invest. It is very hard for a worker to make training ventures without the help of the organization one is working for. Employees work together with their organizations in training and development activities so as to make the employees more competent and hence leading to high productivity in the organizations.

Critics of this theory, notwithstanding, point to the trouble of estimating key ideas, including pay in the future and the focal thought of human capital that is of concern. Not all speculation in education ensures a development in efficiency thought of by managers or the business environment. Specifically, it is very difficult to estimate labor profitability and the future income pay connected to career openings. This is because the market keeps fluctuating and establishing real future earnings can be a challenging task. Empirical studies have proposed that, though some of the observed variations in earnings are likely to be due to the abilities taken in, the extent of unexplained fluctuation is on the higher side and must be a characteristic of the ever-changing nature and the working of the competitive market, as opposed to those of productivity of the people establishing the supply of work.

Expectancy Theory

The belief that performance is dependent on efforts of employees is the basis of expectancy theory (Vroom, 1964). If an outcome is ideal, this will prompt the conduct being repeated while unfavorable outcomes lead to evasion of such activity. (Robbins, 1991). Vroom believed that expanded effort will prompt an increase in performance as long as a person has the right devices to do a job. The expected outcome is dependent on whether or not the individual has the correct resources to get the job done, has the correct aptitudes to do the job that needs to be done, and they should have the support to the job done. The support may originate from the manager or by simply being given the correct information or tools to complete the activity.

The expectancy theory was refined by (Porter & Lawler, 1968) who set that well beyond desire, Capacity and role clarity are significant components and should be considered. Using the expectancy view, managers ought to choose the appropriate reward of value for different groups of employees on the off chance that they hope to make employees committed to the organization and its central goal and vision. The responsibility of each worker relies upon what they consider to be the advantages of their continued stay in the organization.

Since its development, the expectancy theory has been broadly used to clarify human conduct in organizations

(Spector, 2003). Despite the fact that the theory has its critics, there exists enough empirical evidence to help its contention (Robbins, 1991). Analysts have placed that the strength of expectancy theory lies with considering individual differences in behavior and motivation (Buchanan & Huczynisk, 2004). Subsequently, the expectancy theory has been utilized in this study to anchor employee performance. Workers performance in the organization depends on the worth they append to the outcomes they expect from it based.

Employee Competence

According to McClelland, (1970) skills, or individual characteristics, were seen as important predictors of an employee's task execution and achievement. Competency refers to the ability to utilize information, skills, aptitudes, capacities, and individual attributes to viably characteristics to effectively perform basic work understandings. The tenets of competencies to be discussed are educational level, ability, Knowledge and work values

The level of Education refers to one's academic capabilities or academic qualifications a person has acquired. It is a continuous process that when used in studies can be measured categorically. The term "educated employees" in this study shows those people who hold at least bachelor's degrees on the ground. Most organizations with a higher pay in the job market at least requires one to be a degree holder for entry levels (Howard, 1986; Trusty & Niles, 2004)

Ability is usually mentioned in a person's capacity, strength, or ability to satisfactorily execute a task (Armstrong 1996). The higher an individual pursues education the higher the liquid and solidified cognizance (Ceci, 1991; Neisser et al., 1996). Liquid cognizance is the level of unique thinking, objective reasoning, attention, and handling complicated issues, whereas solidified cognizance refers to the general learning. According to Kanfer and Ackerman, 2004 the level of vocabulary and verbal cognizance depreciates more rapidly as individual ages.

Work ethics are characteristic, preserving viewpoints on a very basic level correct (Judge and Bretz, 1992). Education does not just concentrate on upgrading the psychological capacity and job knowledge, it additionally prepares students to follow rules, regard control and convention, be morally upright, and make proper judgment afterwards (Swenson-Lepper, 2005). Additionally, education increases one's assurance, inspiration, caution, craving and capacity to set personal realistic aims for one's future.

Indicators of Job Performance

Indicators of job performance are characterized as the detectable, quantifiable estimations that demonstrate the dimension of achievement accomplished by someone or a corporation. They include the Nature of work and quantity

of work, creativity and efficiency. Nature of work is said to be a measure of task execution that is normally achieved at by literally investigating the items, gathering criticism from buyers of the items and services through survey, statistically sampling out products. The level of the items rejected and work that is redone is utilized to gauge the nature of work. Also, there are other criteria like compliance level, judgment of specialists and reliability that help gauge the nature of work (Lockwood and ward, 2013).

Amount of work is estimated by tallying the quantity of items produced every day, each week or each month. A good model is when employees need to accomplish a targeted amount of work; they are required to come up with needs and courses of events and know what to prioritize for them to come up with methods they can use for upgrading efficiency. This inevitably leads to increased employee performance as well as organizational performance (Lockwood and Ward, 2013).

Creativity and innovation may not be effectively decided on by short term measures but can be resolved through long term measures by determining the accomplishment of set target and objectives as opposed to long term improvement. Dimensions like adaptability and the capacity to adjust to changes and utilization of other strategies in accomplishing objectives and goals that can be used to gauge creativity.

Efficiency is a proportion of the capacity to limit pointless effort, resources and expenditure. It deals with the manner in which assets are utilized and time used to accomplish specific objectives that are set by an organization. Efficient workers are able to accomplish more using a few resources (Lockwood and Ward, 2013). An entity's performance is the capability of the said entity to use its resources adequately and efficiently. Often, the performance of the firm is measured by the conceptions of the owner or manager (Justin, et al., 2010).). An organization will strive to ensure it is viable so as to sustain itself in the current competitive nature of the market and hence its efficiency (Cole, 2000). For any organization to function efficiently, the workers have to carry out their jobs satisfactory and proficiently. An organization should provide available opportunities to employees to continue developing and training them not only on their jobs but as also nurture them for any other jobs that they might later want to carry out (Armstrong, 2008).
Factors that affect Job Performance

Diverse authors and researchers have documented several factors that collectively and individually affect job performance both positively and negatively. These factors are organizational culture, leadership, coaching, and Employee involvement. Organizational culture are the values and beliefs which distinguish a firm from others and refer to the mindset of the people in an organization (Robbins, 2012). A positive organizational culture enhances performance of the workers as it enables them adapt to

accomplish the aims of a company. According to Schein (2011), a strong culture is essential to improving performance of individual employees and consequently organizational performance

Vroon et al., (2011) portrays performance as a pattern of conduct which an administrator uses in association with others, especially subordinates or those of junior employees. It is concerned with the manner in which authority and leadership are practiced by the manager and the reaction of their subjects. Performance is an essence of management and relates to all functions since performance goes with the leadership style within an organization. Leadership is the process through which a person influences a team to accomplish set goals. Leadership style adopted in any organization is critical since it influences employees' performance positively or negatively (Guest, 2010).

Coaching can be identified as a critical approach of enhancing job performance (champathes, 2006). It is an interactive two-way communication process whereby the coach identifies the areas of improvement and the methodologies of improvement that include developing appropriate strategies to ensure that improvement is achieved. Coaching also helps to identify and remove the specific behaviors and attitudes in employees that hinder performance improvement.

Employees' involvement is a very important aspect in organizations. It involves incorporating employees in decision making on critical issues in the organization. Employees feel valued in the organization and have a sense of belonging. (Judge & Gennard, 2010). Employees' participation improves the motivation levels within the organization as a result of employees being viewed as accomplices and stakeholders within the achievement of the goals of an organizational. Therefore, employee tend to possess a positive perspective towards the organization which enhances their productivity levels(Latham, 2010).Involved employees usually see the bigger picture which allow the have a clear comprehension of their roles and how they are aligned to the organizational objectives.

Employee Competence based evaluation on Employee Job Performance

Human capital has always been in line with the concept of competence to build human capacities that are helpful to an organization. Competence is directly connected with the concept of individual performance. Knowledge, skills, and character are parts that directly contribute to the performance of an individual. Hameed (2011) suggests that performance of an employee is determined primarily by their knowledge of their job, their personality, skills and the effort they put towards the jobs

According to Mutsotso (2010), talent and skills will in general foresee task execution while character and related

components will in general produce logical performance. There are explicit components of logical performance, for example, individual activity that is affirmed to be foreseen by the capacity and occupation fulfillment factors. The qualification in performance between workers will be shown by varieties in a person's capacities, character, and inspiration. Jayan (2006) in an investigation of middle level supervisors concluded that the parameters that were used to evaluate managers' performance were competence, Personality and /or motivation.

Empowering employees will contribute to the doing well of organization. Researchers have found out the connection linking employee empowerment to employee performance. (Obwoya, 2010). Research has continuously showed that empowering subordinates achieve desired organizational goals and objectives hence the overall organizational performance (Rita, 2011). Hence, it is considered as a way to increase the confidence of employees in decision making in both upper and lower levels of the organization. This inevitably leads to a high performance of the employees (Obwoya, 2010).

(Cheshire & Kombo, 2015) concluded that organization performance is influenced in a big way by the quality forces in all categories of the business. It is majorly looked at from three distinct areas; which are financial Performance, commodity Market Performance and Share holder return. Employees and teams which comprises of members that are highly skilled, trained and motivated will nearly overcome external forces difficulties. He asserts that Performance system built into all human Resource activities that include recruitment and selection, training, reward, relations among others and looks more into the future to improve on challenges and opportunities. Hence organizations should be geared towards developing employees' competencies to ensure performance is maintained and enhanced.

(Yingchuo & Guo, 2016) studied the link between ability and Job Performance of University Counselors, moderation the roles of Responsibility and cognizance. This study investigated the connections between ability, Responsibility, cognizance and the also the activity execution of university counselors. The findings show that University instructor competency has a positive foreseeing way on errand execution, no noteworthy expectation on relationship performance, and the obligation perception of the university counsels not just positive affects both task performance and relationship performance; yet in addition has a directing impact among competency and both the two relationships.

2. Methodology

Research Design

A survey approach was adopted to look into employee competence based evaluation influence on performance. Cooper and Schindler (2003) define survey as gathering

information from the populace so as to ascertain the present status of the populace using one or more variables. In addition surveys can be utilized for clarifying or investigating relationship between factors and for estimations of attributes of a large population. A survey is often used to make inferences about possible relationships. The design was considered appropriate to collect data from Employees in Mombasa County which totals to 43. It also helped to establish and describe the variables characteristics in the staff cadres.

Population of the Study

A census involves collecting and grouping data about the entire members of a given population. Conducting a census research often results in adequate response which in turn results to factual trust in the results due to greater accuracy and reliability. In this case census survey was employed to study the Mombasa County employees.

The study used both quantitative and qualitative design that is descriptive survey.

This design attempts to determine the cause or reason for pre-existing differences in groups of individuals.

It is treated as a type of descriptive researcher since it describes conditions that already exist.

The study design was used to finalize the outcomes from the selected subjects used in the study.

The study intends to find out on competence based evaluation and Employee Productivity in Mombasa County Government, Kenya

Data Collection

The researcher sought research permit from the national council of science and technology through the department of Business Administration from University of Nairobi. The permit obtained was used to obtain permission from the Mombasa County Government office to carry out the study in the area. The County Employees who were involved in research were informed in advance. It was then the responsibility of the researcher to establish a rapport with the employees.

Primary data from the employees was extracted using a questionnaire. Mugenda and Mugenda, (2006) see that the decision of a device and instrument depends essentially on the qualities of the subject, investigate theme, information and expected outcomes. The questionnaire contains five sections. Section one was dealing with general information, section two to four focused on employee competence based evaluation and section five focused on performance.

Data Analysis

The study used descriptive techniques to analyse data and inferential technique.

The descriptive statistics used was the mean, which indicates

the average performance of a group or a measure of some variable, and the standard deviation which indicates how to spread out a set of scores around the mean.

All data was analysed at a level of significance of 95% and the degree of freedom depending on the particular case as was determined.

Analysis was done using SPSS a computerized statistical package by encoding responses from questionnaires and interview guides. Presentation of this information was done using tables and graphs.

3. Results

In this part a descriptive report is provided. The findings are reported as per aim of the study which sought to determine influence of competence based evaluation on employees productivity in Mombasa County.

4.2 Questionnaire Response Rate

All the participating Employees in Mombasa County were issued with questionnaires. Out of 43 questionnaires that were issued, 36 of them were correctly filled and returned for use on the final analysis representing a response rate of 84% while 7 were not returned.

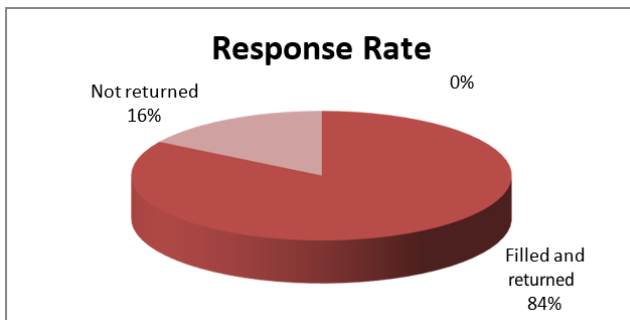


Figure 4.1. Response Rate

The 16% percentage of respondents did not fill nor returned the questionnaires as expected due to different reasons like being on leave or away on official duties representing the County especially the target population was mainly managers. The response rate of 84% was considered sufficient to further the analysis.

4.3 Respondents' Profile

The profile of the respondents was identified through a cluster of their level of employment, academic skills, and the length or duration of their employment at the county. This was mainly to check for any connection to these demographic factors of the respondents based on some previous studies on employee core competencies employee performance.

4.3.1 Qualification

The study then showed the different qualifications of the respondents in the study. Table findings illustrated in table 4.1.

Qualification	Frequency	Percentage
PhD	3	8%
Masters	22	61%
Bachelors	11	31%
Diploma	0	0%
Total	36	100.00

Table 4.1: Qualification

Source: Research data (2019)

Findings in table 4.1 shows majority of the respondents had a masters degree as the major qualification attained at (61%) and a bachelors degree at 31% was also common while 8% had a PhD as there major qualification. While the qualification spread was good there is room for improvement so as to ensure the managers are well equipped to handle the employees and other affairs concerning the organization.

4.3.2 Duration of service.

The research also established the length of service. The findings are indicated in Table 4.2.

Table 4.2: Duration of service

Duration of service	Frequency	Percentage
4 years and above	12	33%
1-3 years	18	50%
7 months-1 year	4	11%
Less than 6 months	2	6%
Total	36	100.00

Source: Research data (2019)

Source: Research data (2019)

From Table 4.2, half of the managers (50 %) had worked between 1-3 years and another 33% had worked for more than 4 years. This gave the researcher confidence when it came to their ability to respond to questions about employees and organization more accurately based on the experience.

4.4 Employee Core Competencies

The study sought the managers responses on core competencies through a Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree as illustrated in Table 4.3 below.

Table 4.3: Core Competencies

Statement	N	Weighted Mean	Standard deviation
Core competence guide management in improving its innovative ideas	36	1.78	0.80
Incorporating specific core competencies in selection process helps the employees to achieve superior results in future	36	1.83	1.08
Employee perform well if managerial core competencies are managed effectively	36	2.14	1.07
Comprehensive models of competency helps employee in identifying the core competencies required in firm	36	1.89	1.01
Aggregate Mean	36	1.91	0.99

According to results above most of the employees as evidenced by an aggregate mean of 1.91 and a standard deviation average of 0.99 agreed that core competencies influence the output of the employees in most Kenyan County Government. Most respondents also agreed that employees perform well if managerial core competencies are managed effectively while they also disagreed or not too sure on whether incorporating specific core competencies in selection process helps the employees to achieve superior results in future with a mean of 1.83, and standard deviation 1.08 respectively as shown in the table.

4.5 Intellectual Core Competencies

The study also asked for the respondent's opinion related to intellectual core competencies which were addressed by various objectives namely knowledge and skill, leadership, customers/stakeholder focus, interpersonal communication and innovation and presented through a Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree for all the objectives.

4.5.1 Knowledge and skill

The findings for knowledge and skill are shown below

Table 4.4: Knowledge and skill

Statement	N	Weighted Mean	Standard deviation
Employees that possess solid foundation of background Knowledge for their work are very productive.	36	1.78	1.20
Employees can translate general Knowledge into applicable knowledge.	36	1.97	1.23
By finding the required skill of employees organization is able to perform other core functions effectively	36	2.22	1.31
Mapping identifies the key knowledge an employee should possess to achieve organizational target	36	1.92	1.23
The employees who are aware of how their work contributes to organizational goals perform well	36	1.78	0.83
Developing knowledge and skill of employee ensures quality and on time production output	36	1.75	1.18
Aggregate Mean	36	1.90	1.16

In table 4.4 above the employees agreed that knowledge and

skills as function of intellectual core competencies contributes greatly to the performance of employees in a given organization with an average mean of 1.90 and a standard deviation of 1.16. The respondents also believe that finding the required skilled employees enables organization perform other core functions effectively with a mean of 2.22. The respondents also believe that more can be done when it comes to building this skills to enable employees perform better as indicated by a mean of 1.75 and a standard of 1.18.

4.5.2 Leadership

The study sought the respondent's agreement level with statements related to leadership as an objective of intellectual core competencies. The questions were presented in a Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree The findings are shown below.

Table 4.5: Leadership

Statement	N	Weighted Mean	Standard deviation
Development of specific skills brings inside the firm an innovative leader and initiator	36	2.50	1.44
Emotional, Social and Cognitive intelligence develops Human competencies which predict leadership roles.	36	1.89	1.12
Self-analysis by individual increases the leadership quality	36	1.64	0.93
Shared leadership culture is required to implement Intelligent leadership model	36	1.94	0.98
Aggregate Mean	36	2.00	1.12

Based on the results above it seems that leadership is also a bargaining chip when it comes to performance improving in a county as indicated by a mean of 2.00 and a standard deviation of 1.12. Emotional, Social and Cognitive intelligence develops human competencies which predict leadership roles and a leadership culture is required to implement intelligent leadership model according to the employees who responded to the questionnaire as indicated by a mean of 1.89 and 1.94 respectively. There isn't much faith however on whether self analysis helps increase leadership qualities with a mean of 1.64.

4.5.3 Customers/ Stakeholder Focus

The respondents were asked for their level of agreement with statements related to customers/ stakeholder focus through a Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree. The results are as shown below in Table 4.6.

Table 4.6: Customers/ Stakeholder focus

Statement	N	Weighted Mean	Standard deviation
Competency encourages the workforce to improve their performance	36	1.78	1.02
Focusing on skill and knowledge during training enhances the employee ability to provide valuable service to customers	36	1.78	0.83
Competency encourages the workforce to work harder	36	2.14	0.96
Competency based pay encourage quality service to customers	36	1.72	0.88
Aggregate Mean	36	1.86	0.92

As the results show competency encourages the workforce to provide the best to the customers and by extension increases productivity or improve performance. The respondents agreed that Competency encourages the workforce to improve their own performance by raising their confidence and using the skill and knowledge acquired during training enhances the employee ability to provide valuable service to customers as shown by a mean of 1.78 and a standard deviation of 0.83. From the findings the respondents didn't seem to fully agree that competency based pay motivates employees to provide a quality service to customers. This may be because there could be other factors that contribute to good performance other than monetary gain at a mean of 1.72.

4.5.4 Interpersonal Communication

The study sought the respondent's level of agreement with statements related to interpersonal communication through a Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree. The findings are illustrated in Table 4.7 below.

Table 4.7 Interpersonal communication.

INTERPERSONAL COMMUNICATION	N	Weighted Mean	Standard deviation
Communication skills help the employee to reduce barriers while communicating in cross-cultural environment	36	1.69	0.67
Interpersonal communication provides the employees an understanding about emotional intelligence at different levels	36	1.86	1.07
A commitment to share opinion can bring the best out of an employee	36	2.03	0.97
Competency based system helps to share opinion and ensure the candidate who get hired have the potential to succeed	36	1.97	1.11
Aggregate Mean	36	1.91	0.96

As the results above indicate sharing an opinion can bring out the best in an employee as long as systems are in place to boost this as indicated by an aggregate mean of 2.03 and a standard deviation of 0.96 aggregate. This kind of interpersonal communication provides the employees an understanding about emotional intelligence at different levels as indicated at a mean of 1.86 and a standard deviation of 1.07.

4.5.5 Innovation.

The study sought the respondent's level of agreement

through a Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree with statements related to innovation as a way of improving performance of employees in Mombasa county. The findings are illustrated in Table 4.8 below.

Table 4.8 Innovation

Statement	N	Weighted Mean	Standard deviation
Person based pay brings effectiveness among the employees	36	1.89	1.17
Use of innovative management tool find opportunities and motivate employees to support organization performance	36	1.92	1.05
Properly implemented competency management leads to improvement in performance	36	1.78	1.02
Work environmental factors have a positive impact on innovational promotion competencies in the firm	36	2.11	1.26
Aggregate Mean	36	1.93	1.13

According to the findings in table 4.8, most of the respondents agreed that work environmental factors have a positive impact on innovational promotion competencies in the firm as indicated by a mean of 2.11 with a standard deviation 1.26 and therefore should be encouraged. With an aggregate mean of 1.93 and a standard deviation aggregate of 1.13 it seems that most respondents agree adopting a Person based pay brings effectiveness among the employees.

4.6 Emotional Competence

The impact of employee competence on their output in Mombasa county has been linked to things which include emotional competence supported by various indicators that include social skills self regulation, social awareness, and self motivation. Each indicator had a set of five Likert system questions asked through the questionnaires where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree. And the results as shown per tables below.

4.6.1 Social Awareness

The study sought respondents' level of agreements with statements related to social awareness as an indicator of emotional competence and how they affect performance. The findings are illustrated in table 4.9 below.

Table 4.9 Social Awareness.

SOCIAL AWARENESS	N	Weighted Mean	Standard Deviation
Employees in the organization recognize have a perception Of how their feelings affect performance.	36	2.06	1.19
Employees who are aware of their values of their values and Goals are very productive.	36	2.00	1.01
Employees in the organization who embrace feedback, new perspectives, continuous learning and self-development tend to be progressively beneficial	36	2.03	1.11
Decisive employees are good decision makers even under Pressure.	36	1.78	0.90
Aggregate Mean	36	2.00	1.05

In table 4.9, the employees indicated that the organization recognize how their feelings affect performance at a mean of 2.06 and a standard deviation of 1.19 is followed by being aware of their values and goals. According to the findings employees that are aware and in touch with their emotions creates stability within the work environment may end up with good performance. There is also diverse opinion on this with a standard deviation of 1.19 this therefore means a lot more needs to be done to ensure employees are well equipped. The ability to handle pressure doesn't seem to be considered as an important factor in performance at least as indicated by the respondents' mean of 1.78.

4.6.2 Self Regulation

This was to determine how far the employees believed the following statements related to self regulation as a form of emotional competence and a catalyst of employee performance. The questions were presented in a Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree The findings are illustrated in table 4.10

Table 4.10: Self Regulation

Statement	N	Weighted Mean	Standard Deviation
Employees who stay focused even under pressure tend to be very productive	36	1.94	1.17
Employees who seek out fresh ideas from their colleagues and other sources perform well	36	1.72	0.66
Employees in our organization can deal with different demands, shift priorities and change.	36	2.42	1.25
Employees who constantly are fair are the best.	36	2.25	1.32

According to the findings in table 4.10, Employees can handle multiple demands, shift priorities and rapid change according to the respondents who agreed with a mean of 2.42. With a standard deviation of 1.32 it seems it's not necessarily true that employees who consistently act ethically are considered to be above reproach. At the same time an aggregate mean of 2.25 there seems to be an agreement by the respondents that employees who consistently act ethically are considered to be above reproach as compared to the number that disagreed that employees who seek out fresh ideas from their colleagues and other sources perform better.

4.6.3 Self Motivation

The researcher also sought the respondents' agreements level in relation to self motivation and performance of employees in a county. A Likert scale was used, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree and the findings are shown table 4.11 below.

Table 4.11 Self Motivation.

Statement	N	Weighted Mean	Standard Deviation
Highly motivated and industrious employees are result oriented	36	2.00	1.01
Employees in our organization who are always ready to Seize opportunities perform well.	36	2.08	1.08
Employees in our organization are persistent in seeking the our organizational goals despite several obstacles and setbacks	36	1.75	0.97
Aggregate Mean	36	1.95	1.02

Interviewed Employees agreed that employees who are always ready to seize opportunities perform well with a mean of 2.08 while those self motivated are also result oriented with a mean 2.00. A lower number however believed that employees in their organization are persistent in seeking the organizational aims despite several distracters with a mean of 1.75 which is great indicator that some issues need to be addressed so as to motivate them to achieve the aims. This goes hand in hand the need to invent other ways of achieving higher results since there was diverse opinion on this with a standard deviation of 1.01.

4.6.4 Social Skills

The study also sought respondents level of agreements with statements related to social skills with relation as an emotional competence factor that may influence performance of an employee in an organization. A Likert scale was used, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree and the findings are illustrated in table 4.12 below

Table 4.12 Social Skills

SOCIAL SKILLS	N	Weighted Mean	Standard Deviation
Our employees are keen listeners' and work as a team to achieve organizational goals	36	2.14	1.17
Our employees recognize the need to change and dissent status quo	36	2.00	1.15
Employees in our organization work together to bring synergy in pursuing collective goals	36	1.83	1.03
Our employees work diligently towards nurturing instrumental relationships	36	1.89	0.98
Aggregate Mean	36	2.00	1.08

The respondents agreed largely that their employees are keen listeners' and work as a team in order to achieve organizational goals. At a mean of 2.14 this is a good trait to have for employees because it fosters proper following of instructions and fulfilling objectives and goals. The responses on the need for employees to be keen listeners and seek mutual understanding while sharing of information

was however varied with a standard deviation of 1.17

4.7 Employee Job Performance.

The researcher also sought to investigate how quality of work, meeting deadlines, teamwork, efficiency, achievement of set target and performance management can influence the overall performance of an employee in Mombasa county. The results were as shown in the Table 4.13 below on a five-point Likert scale, where, 1= strongly Agree; 2= Agree; 3= Neutral; 4 = Strongly disagree; 5= disagree.

Table 4.13: Employee Job Performance

Statement	Strongly Agree	Agree	Neutral	Strongly disagree	Disagree	Total
The organization is focused on giving competitive predicts and services.	33%	45%	22%	0%	0%	100%
The employees possess comprehension of the standards of performance expected on their job.	28%	50%	17%	0%	5%	100%
Employees have well defined set goals for themselves.	33%	44%	17%	0%	6%	100%
The prioritize the most urgent tasks	22%	38%	27%	5%	8%	100%
We solve conflict honestly, effectively and quickly	39%	33%	23%	0	5%	100%
We encourage cooperation amongst our employees	44%	28%	22%	0	6%	100%
Senior administration frequently insists on productivity and excellence in the work place	50%	22%	20%	3%	5%	100%
The profitability and effectiveness of our work and is satisfactory	39%	50%	6%	0	5%	100%

As shown in the results above the study found that the percentage of respondents who strongly agreed that the organization was focused on giving competitive services was at 33% while those that agreed with that statement were 45%, with 22% remaining neutral over the statement. Organizations are generally required to ensure the employees possess comprehension of the standards of performance expected of them on the job in order to ensure that production and service provision is per standards. The results of the study clearly indicate that meeting deadlines involves employees having well defined goals to help as a guide with 44% of the respondents agreeing on this and another 33% that's strongly agrees. With regards to teamwork a good percentage at 39% that strongly agree that solving conflict honestly, effectively and quickly is the only way to ensure consistency in performance while encouraging efficiency and achievement of set targets through by holding each individual responsible for accomplishing objectives and meeting expectations with 44% of the respondents strongly agreeing with this aspect and a further 22% agreeing while a small percentage of 14% of the respondent do not agree that this tactic is necessary for good performance in Mombasa County.

4.8 Regression Analysis

So as to show connection between competence and the performance a regression analysis was conducted based on the regression model established as follows.

Dependent Variable: employee performance.

$$Y = \alpha + \beta_1 X + \epsilon$$

Where; Y = Employee Performance (Dependent variable) X = Employee competence (Independent variable) α = Constant

β_1 = Coefficient of variation ϵ = Error term

Table 4.14 below the correlation coefficient value was 0.774 which is strong positive between the independent and dependent variables. The coefficient of determination $R^2 = 0.597$ indicates the predictive power of the model with 59.7% explaining the independent variables with adjusted coefficient of determination being 58.8% indicating the variation of employee performance explained by employee competence.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774	.597	.588	0.046

Predictors: (Constant), employee competence.

4.8.1 ANOVA Results

The study ANOVA results are as in Table 4.15.

Table 4.15 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.174	3	1.267	3.128	0.036*
	Residual	7.307	33	0.448		
	Total	11.743	36			

The significance value of 0.036 is less than 0.05 or is within the 5% level of significance means the model is significant in predicting how employee competence in form of core competencies like intellectual core competencies and emotional competencies, social awareness, knowledge and skills among others can influence employee performance.

Discussion of results.

4.9.1 Core competence and employee performance.

The findings from the study mostly indicated that there is a direct influence of core competence in general on the performance of an employee in an organization. The respondents indicated that there was an importance role that core competence played as a guide to improving and also coming up with innovative ideas. From this study it was also determined that competency models can be used to help identify this core competence required by Mombasa

County.

4.9.2 Intellectual core competencies

When it comes to intellectual core competencies knowledge and skills is one of the core factors that will help improve performance. The study concluded that by finding the right required skill the organization can perform its ultimate role. The employees who are aware of how their work contributes to organizational goals tend to perform well. Skills have therefore been identified as one of those factors that are crucial to an organizational performance. Leadership as part of intellectual core competencies entails the emotional social and cognitive intelligence which develop into leadership roles. A leadership culture should be developed in an organization in order to ensure that the employees are aware of the expectations, reporting structures, leadership styles as they start work.

On customer focus and stakeholder focus, the organization should be keen on it as it is the core mandate of an organization. The role of a company is to maximize stakeholders'

wealth and therefore competency should encourage the workforce to provide the best to their customers. This can be done by focusing on skill and knowledge during training in order to enhance the employees' ability to provide valuable service to customers through encouragement from things like competency based pay among other factors.

Interpersonal communication is also an important factor or core intellectual competence that may improve performance. This is because it provides the employees with an understanding of emotional intelligence at different levels. It is also a platform to share opinion and ensure the new employees have a quick start to success.

4.9.3 Emotional competence

Social awareness is an important indicator of emotional competence. From the study most respondents seem to agree that decisive employees who can settle on steady choices despite uncertainties and pressure usually excel. This is mostly a sign of emotional maturity which is important to ensure performance of employees. This caliber of employees who are open to honest feedback, new perspectives, nonstop learning and self-improvement tend to be more productive.

Emotional competence also involves self regulation or self control. This self regulation can be achieved through seeking out fresh ideas from their colleagues and other sources and by acting ethically towards the organization and fellow employees while staying focused even under pressure. The ability to motivate an employee even with the presence of obstacles is a sure way to ensure they boost confidence that they can do it and thus can perform well. Employees with a high drive to meet objectives and

standards are result oriented and can seize opportunities to perform well. Social skills like keen listening, working coherently in order to achieve organizational goals will help challenge status quo and therefore gear up to performance improvement, working diligently towards nurturing instrumental relationships at the same time.

4.9.4 Employee job performance

Job performance can be determined by quality of work. The research findings show that the employees possess a comprehension of the standards of performance expected of them. This therefore means that there is commitment to the idea of providing quality products and services and being competitive. Achieving the set standards of performance will involve meeting deadlines by having defined set goals, prioritizing most urgent tasks to enable them meet their objectives and deadlines.

Teamwork was also identified as a factor that contributes to cooperation amongst the employees and correspondence between the different offices. With this in place efficiency can be achieved. Achieving set targets means also being responsible for accomplishing objectives and meeting expectations. This can be achieved with a very good performance management program in place.

Summary, Conclusions and Recommendations

5.2. Summary of Findings

From the findings the respondents in management were mostly qualified with a master's degree. The study also found that most of the respondents have been in the organization for an average time of between 1-3 years. With all this kind of qualifications it's safe to say most of the people in charge of counties are well equipped with experience knowledge and skills. It was also identified that most of the counties have put up a lot of efforts in ensuring core competencies that help employees in identifying the requirements or expectations of the employer. With respect to intellectual core competence even though the knowledge and skills required seems to have been put into considerations by ensuring the employees are aware what their roles and work towards the contribution to organizational target. Emotional and cognitive human competencies were also discussed and even though there is room for improvement in order to arrive at customers and stakeholders focus to encourage the employees to give their best to customers. Interpersonal communication can also help come up with innovative ideas in the process of emotional intelligence that enables workers performance is at their best. Use of innovative tools should therefore be encouraged in every government sector to reach the ultimate goal.

On the concept of social awareness and self-regulation as a path to emotional competence, from the study it was clear that having employees that are stable emotionally will allow proper feedback, new perspectives and creating decisive

decisions. Employees should be able focus under pressure and handle multiple demands and handle change. Staying motivated is also a catalyst to proper social skills that will work together to bring synergy in pursuing collective goals.

5.3. Conclusions

The study concluded that a positive unit change in goal setting resulted to a positive unit changes employee productivity.

The study concluded goals in the Mombasa County government are motivators and enables employees to improve on service provision.

The study concluded that change in goal setting significant affects employee productivity in the County government.

The study concluded that a positive unit change in career planning results to a positive unit changes in employee productivity.

The study concluded that career orientation are vital in ensuring that employees grow their talent in an attempt in supporting organizational overall goals.

The study concluded that the relationship between competence-based evaluation and employee productivity was significant and positive.

The continuous feedback in the county is significant in ensuring that every department contributes towards the common objectives.

5.4. Recommendations

The study suggested that the county government should focus on developing goals which are realistic and achievable and that the employees should be equipped with necessary skills on usage on available assets.

The study recommended that competence based evaluation should be improved by the county managers through training, workshops and seminars. The study recommends that employees working in the county should ensure that they enhance their career planning by ensuring that they work in departments that relate to their qualifications and skills.

The County government should ensure that the employees are posted in departments based on their qualifications and capabilities.

The study recommended that the directors of process assets and other relevant directors in the Mombasa government should ensure that there is continuous feedback on matters related to employee competence and areas that need improvement in the county.

5.5 Limitation of the study

The use of a pre-determined questionnaire in the study may have hindered the respondents from expressing their opinions as much as expected. Different organizations also have different approaches so getting an answer that is in sync with the rest of the respondents may have been hard because each organization have different goals and objectives. The data collection was also done within Mombasa County and therefore the result does not represent the entire face Counties in the whole country.

5.6 Suggestions for Further Research

Being a study of the Employees within county of Mombasa there is an opportunity to expand the research and include other counties in entire Country of Kenya, to get a feel of what the situation is on the ground. The study did not also focus so much on how to improve the core competencies evaluation based and therefore there is still room for further research so that other than just identifying them they can also give suggestions on how the employees can go about them.

The study recommended that competence based evaluation should be improved by the county management through training, workshops and seminars. The study recommends that employees working in the county should ensure that they enhance their career planning by ensuring that they work in departments and portfolio that relate to their qualifications and skills.

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