JOB SATISFACTION INDICATORS AND EMPLOYEE PERFORMANCE AT THE NATIONAL COUNCIL OF PERSONS WITH DISABILITIES IN NAIROBI COUNTY, KENYA

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DECLARATION

This research is my original work. It has not been presented in this and in any other University or institution of higher learning for any academic credit. All work sourced from other scholars and sources have been duly cited and acknowledged in this document.

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DEDICATION

I dedicate this work to Mr. and Mrs. Lawrence Muhwezi, whose dedication to my education since high school has been a constant source of inspiration.

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LIST OF ACRONYMS AND ABBREVIATIONS

HBCTRH	HomaBay County Teaching and Referral Hospital
HPWS	High-Performance Work Systems
HRM	Human Resource Management
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KLB	Kenya Literature Bureau
NCCS	National Council for Children's Services
NCPWD	National Council for Persons with Disabilities
NGOs	Non-Governmental Organizations
P-O	Person-Organization
PTO	Paid Time Off
ROI	Return on Investment
SDT	Self-Determination Theory
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
USA	United States of America

OPERATIONAL DEFINITION OF TERMS

Career Development	In the context of the research, the phrase refers to the process of managing and enhancing employee/self-professional growth or competences over time.
Compensation	The term refers to the rewards given to the employees by their employer in exchange of their services to an organization.
Employee Performance	It refers to the ways in which a staff member fulfils his/her duties of their role, completes required tasks and behaves in the workplace.
Job Autonomy	Refers to the control levels that employees have over how they get the work done or accomplish tasks.
Job Satisfaction	This refers to the level of satisfaction or contentment that a person feels in their employment.
Organization Culture	refers to the collection of common ideas, attitudes, actions, and customs that influence how people interact and cooperate inside an organization to accomplish shared objectives.
State Corporations	Are entities established by a government to undertake commercial activities, provide public services, or manage specific resources on behalf of the state.
Work-life Balance	refers to striking a balance between a person's personal and professional obligations, enabling them to balance the demands of their careers with their relationships, health, and general well-being.

ABSTRACT

This study examined the influence of job satisfaction indicators on the performance of workers at the National Council of Persons with Disabilities. This research examined the influence of job autonomy, employee remuneration, career development opportunities, and work-life balance on the performance of employees at the National Council of Persons with Disabilities in Nairobi County, Kenya. The study also sought to elucidate the moderating effect of organizational culture on the relationship between job satisfaction and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. This study focused on five distinct theories: Self-Determination Theory (SDT), Equity Theory, Spillover Theory, and Schein's Organizational Culture Model, in that sequence. This study used case study research. Ninety-four individuals were employed at NCPWD, constituting the target demographic. Utilizing the census method, every employee was selected to constitute the study sample. Questionnaire was used for data collection. A pilot study was done to assess the validity and reliability of the questionnaires. Descriptive and inferential statistics, together with the Statistical Package for Social Sciences, were used to analyze the collected primary data. Descriptive statistics included percentages, means, and standard deviations, in addition to being shown via frequency tables, pie charts, and bar graphs. Inferential statistics included correlation and multiple linear regression analysis in order to ascertain the relationship between the independent and dependent variables of the study as well as the effect of the moderating variable. From the analysis, the study established that job autonomy ($\beta= 0.394$, $p=.001<0.05$), employee compensation ($\beta= 0.413$, $p=.000<0.05$), career development ($\beta= 0.407$, $p=.000<0.05$), and work-life balance ($\beta= 0.585$, $p=.000<0.05$) had a statistically significant effect on employee performance at NCPWD. It was also established that organization culture had a statistically significant moderating effect on the relationship between job satisfaction and employee performance at NCPWD ($R^2=0.803$, F-statistics=35.164, $p=.000<0.05$). The study recommended that to sustain and improve performance, NCPWD should institutionalize policies that promote autonomy while ensuring alignment with organizational goals and accountability structures. The organization should put in place a well-structured and equitable promotion policy that ensures fairness and meritocracy, thereby fostering trust, motivation, and improved employee performance across the board. It was further recommended that the organization continues to strengthen and expand its career development initiatives. The study further recommended that the organization should regularly assess the effectiveness of its support systems—such as medical care and leave policies—to ensure they remain responsive to the evolving needs of employees and contribute positively to their overall performance and job satisfaction. The study further recommended that further studies could also explore the role of other moderating or mediating variables such as leadership styles, organizational justice, or employee engagement in the relationship between human resource practices and employee performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provided an overview of the study's history, reviewing it from both a global and a local standpoint. In addition to providing background information, the chapter also includes the issue statement, research goals, research hypotheses, study significance, study scope, theoretical framework, and conceptual framework, in that order.

1.1 Background to the Study

Job satisfaction is an employee's estimate of how much they love their job (Naniunderswaraswamy, 2021). Hilton et al. (2021) define job satisfaction as a cognitive and emotional reaction in an individual who works for a company. According to Beuren, dos Santos, and Theiss (2021), job satisfaction refers to the pleasant emotional condition of employees working for a company. Meanwhile, Sesen and Eertan (2021) define job satisfaction as an employee's reaction and impression of the features of his employment at the organization. According to Bharadwaj, Khan, and Yameen (2021), work consequences are influenced by the outcomes of a performance process that includes all stakeholders in an organization.

Employee performance refers to the extent to which employees effectively fulfill their job responsibilities and contribute to organizational goals, encompassing both the quality and quantity of work delivered (Maloba & Wamwayi, 2021). In the Kenyan context, employee performance is often linked to key job satisfaction indicators such as motivation, skillset, and workplace environment. Job satisfaction plays a critical role in influencing employee performance, as satisfied employees are more likely to exhibit higher levels of engagement,

productivity, and commitment (Njenga, 2021). Furthermore, studies suggest that organizations fostering fairness, recognition, and growth opportunities not only enhance job satisfaction but also drive better performance outcomes, creating a positive feedback loop between satisfaction and productivity (Judith & Riani, 2024).

1.1.1 The Job Satisfaction Indicators

Business expectations are gradually increasing in today's workplace, and businesses are making a lot of effort to maintain job satisfaction. According to a study by the Conference Board (U.S.) (2019), job satisfaction in the USA was at its greatest level in 20 years. Furthermore, the poll revealed that respondents awarded the most significant factor influencing job satisfaction low ratings, even in the midst of a robust labor market when people may more readily obtain new employment. The report from the board further showed that more than 60% of US workers are unhappy with their company's communication channels, performance assessment procedure, and recognition policies. It's also important to remember that males often feel better than women about a variety of financial aspects of their jobs, such as pay and bonus schemes (The Conference Board, 2019).

In Europe, various employment classifications have varying definitions of job satisfaction. Notably, the public has expressed worry over the stratification of temporary workers. Additionally, it has been noted that they lack job security and are unsure about their employment contracts (Ellonen & Nätti, 2015). Furthermore, compared to permanent employees, fixed-term workers often have inferior job quality: they have less autonomy (Wagenaar et al., 2022), earn lower compensation and economic benefits (Eurofound, 2015; OECD, 2015), and have fewer training possibilities (Forrier & Sels, 2023).

In European countries, Ahn and Garcia (2024) further found that, in most of the markets, salary is significant for total job satisfaction. However, other indicators have equally or more significant effects. For example, health appears to be the single most important predictor of overall job satisfaction. Work match quality, contract type, and work status are all essential considerations in job satisfaction. In terms of the association between overall and job domain happiness, work type is the most important job domain across all countries, followed by salary, working conditions, and job security.

Within the African context, the aspect of job satisfaction is not different compared to the first world countries. This is because in the process of achieving positive performance, every organization strives to ensure that they keep their employees productive and efficient. This can only be achieved by improving employees' satisfaction. Onyebuchi and Okechukwu (2019) elucidated that job satisfaction fosters elevated staff morale, augments employee engagement to a business, promotes motivation, and directly influences employee productivity in Nigeria.

Mafini and Pooe (2022) evaluated job satisfaction indicators and their impact on performance within corporate organizations in South Africa. The primary indicators of job satisfaction used were working environment, autonomy, ability utilization, creativity, and cooperation. Of the five categories, cooperation exerted the most significant effect on performance, followed by ability utilization, creativity, and autonomy, while working environment had the least impact. Similarly, within the Steel-Making companies in South Africa, Mafini's (2024) report showed that the three main job satisfaction indicators influencing performance included teamwork, workplace flexibility, and autonomy.

Employees' level of contentment with their jobs is an important measure of both the effectiveness of their organizations and their own personal happiness inside Kenyan businesses. It is a good emotional situation that arises from work experiences and is influenced by a number of elements that are both internal and external to the individual. There are a number of factors that determine job satisfaction in the Kenyan environment. Such factors include, compensation, job mobility, organizational relationships, and organizational mould or organizational ethics. The 2021 Kenya Job satisfaction Report reveals that in the bid to reduce the likelihood of employee turnover businesses should pump in a lot of effort in goals, corporate values and communication possibilities in careers (Njenga, 2021).

The Kenya Employee Happiness Report (2021) noted that the happiness of employees needs to be incorporated into an organization and this will positively impact levels of implementation of conduct retention and productivity of employees. There was a decline in the unemployment rate from 2021 to 2023, which resulted in the rate being 5.6%. The poll found that ninety percent of Kenyans believe that higher levels of job satisfaction led to increased levels of productivity. Despite this, less than fifty percent of Kenyans are satisfied with their current working situation. There have been a number of authors, such as Matuga and Bula (2021), Korir and Ndegwa (2020), and Ligare et al. (2020), who have highlighted the impact of job satisfaction indicators on performance in a variety of different fields in Kenya.

Additionally, Wangechi et al. (2018) indicated that job satisfaction is deeply intertwined with organizational justice, which encompasses fairness in decision-making, equitable treatment, and ethical managerial conduct. Research indicates that when employees

perceive fairness and organizational justice, there is a notable increase in job satisfaction, engagement, and loyalty. Emotional intelligence, work engagement, and perceptions of justice also act as mediators, enhancing or diminishing job satisfaction levels based on managerial and organizational practices. Ensuring supportive management and policies that address employee concerns can significantly bolster productivity and overall workplace morale within Kenyan companies (Judith & Riani, 2024).

The correlation between work happiness and organizational or personnel performance is particularly prevalent in state businesses. The success of a business is determined by the collective job satisfaction of its personnel (Bakotić, 2016). To optimize outcomes, firms must preserve employee happiness (Kanyurhi & Akonkwa, 2016). Organizations achieve their objectives and purposes most effectively when their employees are satisfied with their job (Ukil, 2016). Human assets are crucial to a business since they facilitate the improvement of both financial and non-financial performance. Organizations would be unable of enhancing their efficiency without human resources (Gogan et al., 2016).

1.1.2 The Concept of Employee Performance

According to Schermerhorn (1989), employee performance refers to the quality and quantity of work that is accomplished by individual workers or groups of workers with regard to the fulfilment of a certain task. The term "employee performance" refers to the actual behavior that people exhibit as work results that are created by workers in line with their organizational duties (Fonkeng, 2018). A number of elements, like as attitudes, values, and perceptions, have an impact on the performance of employees because of their effect. When applied to a specific setting, performance is defined as the consequence of an individual's capabilities, skills, and efforts working together. According to Nmadu (2023),

employee performance is defined as the degree to which a person is able to do tasks that are fundamental to their position. For this process to be successful, it is necessary to have a knowledge of the intended activities and results, to continue monitoring their execution, and to provide feedback in order to boost staff morale and meet expectations. There is a correlation between employee performance and productivity, which includes job attendance, workplace morale, work efficiency, and work effectiveness (Mathis, Fredrick, & Kenneth, 2019). Productivity also includes the quantity of production, the quality of output, and the timeliness of output.

Employee performance is a multifaceted concept reflecting the efficiency, productivity, and outcomes achieved by employees in fulfilling their roles within an organization. Globally, employee performance is increasingly linked to workplace dynamics, technological advancements, and cultural expectations. For instance, in the United States, high-performance work systems (HPWS) are widely implemented, emphasizing training, empowerment, and performance-based rewards to enhance productivity (Boxall & Macky, 2009). In the same manner, in Japan, companies apply the values of Kaizen, making constant improvements in the company with people involvement and productivity embracing new ideas of team work to advance (Imai, 2012). Nevertheless, international issues like exertion and burnout at work resulting from increased speeds in putting advanced technologies in the workplace and economic pressures impact the performance of the employees in many countries today (Sonnentag et al., 2021).

At regional level, in Africa, employee performance is concerned with socio economic and organizational factors including lack of resource, lack of trainers, and unstable political environment. For example, Nigerian studies show that low pay and job insecurity have

similar effects on output in civil and business undertakings (Okocha, 2020). On the other hand, in South Africa, there is empirical evidence pointing to increased productivity job self-rated performance and training where organizations blend performance management systems with feedback training (Nyasha & Amos, 2022). These cases show that the nature and causes of poor performance vary across the continent and that solutions must be tailored to domain-specific needs.

Community, in Kenya self-organizing systems have been more focused in the public and private realms, and the results have been mixed. According to KIPPRA (2019) the study showed that 58% of employees in state corporations in Kenya feel that their work environment is not supportive. This was due to the various reasons which made them feel demotivated hence their poor performance. On the other hand, there are organisations like Safaricom which has participated in employee engagement strategies for performance and innovation including promotion of career advancement and innovation to boost on performance and sustain the organizations competitiveness within the telecommunication industry in Kenya (Ndemo, 2021).

1.1.3 An Overview of National Council for Persons with Disabilities (NCPWD)

As enshrined under section 17 of the Persons with Disabilities Act of 2003, NCPWD was established in Kenya purposed at protecting the welfare and rights of people with disabilities across the country (Government of Kenya, 2003). As a state corporation, the NCPWD focuses on the social, economic, and political integration of people with disabilities through advocacy, empowerment, as well as capacity building. The organization is central in ensuring that policies bent on the disability are developed and implemented, that accommodation frameworks within the public and private domains are

provided to disabled people and that those people are not discriminated against in any way (NCPWD, 2022). Furthermore, the NWCPD also offers assistance in ensuring citizens avail important needs like education, health and vocation placement, where the NCPWD partners with both government and non-government organizations for citizens chances of equal opportunities (Republic of Kenya, 2018).

One of the council's significant contributions includes its efforts to register persons with disabilities, ensuring they benefit from specific legal protections and entitlements. The NCPWD also provides assistive devices and allocates resources to improve accessibility across the nation, working to meet national and international standards on disability rights (National Council for Persons with Disabilities, 2023). It oversees initiatives such as disability mainstreaming, accessibility, economic empowerment programs, and the issuance of disability registration cards to facilitate access to government services and benefits (Otieno & Chege, 2020).

By collaborating with national and county governments, development partners, and other stakeholders, the NCPWD works to eliminate barriers that hinder PWDs from fully participating in social, economic, and political life (Mwaura, 2021). The council's mission aligns with both Kenya Vision 2030 and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), emphasizing inclusion, equity, and social justice for all PWDs (NCPWD, 2022; United Nations, 2006).Although NCPWD has made notable progress, it still faces challenges related to limited resources, infrastructural constraints, and societal attitudes that hinder the full integration of persons with disabilities in many areas of life. Understanding the organizational performance of the NCPWD is critical for

advancing its mandate, enhancing its capacity to serve, and achieving Kenya's Vision 2030 goals for social inclusivity (RoK, 2018).

1.2 Statement of the Problem

Employee performance in Kenyan state corporations is vital for effective public service delivery and organizational success, as it directly impacts the achievement of strategic goals (Riany, 2023). Studies show that while job satisfaction indicators enhances productivity and commitment, dissatisfaction results in absenteeism, turnover, and poor performance (Otieno, 2016). However, productivity levels have lagged behind economic growth, with 62% of employers reporting challenges in finding employees with the right skills (Kenya National Bureau of Statistics, 2022; Federation of Kenya Employers, 2021). Furthermore, only 30% of employees feel fully engaged due to poor leadership, weak motivation, and dysfunctional workplace cultures (Serem & Koskei, 2024).

The National Council for Persons with Disabilities (NCPWD) faces persistent performance challenges, including inefficiency, poor accountability, and weak performance measurement systems (Public Service Commission of Kenya, 2020; Kobia & Mohammed, 2021). About 58% of employees perceive their work environment as unsupportive due to limited training and career development opportunities. This lack of capacity building has led to low morale, high turnover, and reduced productivity (Lukalo & Kiminyei, 2018). A performance audit by the Auditor-General (2022) revealed structural issues, particularly in meeting service delivery targets for persons with disabilities. Key barriers include delayed project implementation, inadequate resources, and minimal staff engagement. These gaps highlight the need to strengthen career growth opportunities and organizational support to enhance staff performance. Investigating job satisfaction at NCPWD was therefore urgent

and relevant to improve staff morale, enhance service delivery to persons with disabilities, and align the council's internal performance with its national and global inclusion objectives.

There is limited literature specifically examining job satisfaction indicators and employee performance at NCPWD, as most existing studies focus on other industries or regions and often lack contextual relevance. Even studies conducted in similar settings exhibit conceptual gaps, particularly the absence of a moderating variable such as organizational culture. While organizational culture—characterized by shared values, beliefs, and practices—has been recognized as a key factor influencing job satisfaction and performance, its moderating role remains underexplored within Kenyan state corporations (Machoka, 2020). A supportive culture can enhance employee involvement, recognition, and career growth, improving satisfaction and performance, while rigid or misaligned cultures may hinder these outcomes. This gap highlights the need to investigate how organizational culture moderates the relationship between job satisfaction indicators and employee performance at NCPWD. Consequently, this study aims to address these contextual and conceptual gaps by focusing on both job satisfaction indicators and the moderating influence of organizational culture.

1.3 Research Objectives

1.3.1 General Objective

The general research objective was to assess the effects of job satisfaction indicators on employee performance at the National Council of Persons with Disabilities.

1.3.2 Specific Objectives

1. To examine the influence of job autonomy on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.
2. To assess the influence of employee compensation on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.
3. To establish the influence of career development opportunities on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.
4. To determine how work-life balance influence employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.
5. To determine the moderating effect of organizational culture on the relationship between job satisfaction indicators and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.

1.4 Research Hypothesis

H_{01}: There is no statistically significant relationship between job autonomy and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.

H_{02}: There is no statistically significant relationship between employee compensation and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.

H_{03}: There is no statistically significant relationship between career development opportunities and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.

H_{04}: There is no statistically significant relationship between work-life balance and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.

H_{05}: There is no statistically significant moderating effect of organizational culture on the relationship between job satisfaction indicators and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya.

1.5 Significance of the Study

This research will have considerable importance for several stakeholders, including workers and management of the National Council of Persons with Disabilities. The management will be apprised of the significance of job satisfaction and its impact on employee performance, particularly during these challenging economic times and the current resurgence in the nation. Management may use procedures based on the suggestions to enhance staff performance in achieving the overarching purpose and objectives of NCPWD.

The findings may also have value for policymakers in human resource management and administration. The HRM policies that have been designed to address the concerns of employee job satisfaction and performance may be subject to revision by the parties responsible for formulating the policies. The adjustments may enhance the policies, so providing HRM departments in firms with a definitive framework for executing initiatives that promote job satisfaction and enhance employee performance.

The study will be significant for academics and researchers in Human Resource Management, particularly in performance management methods. The outcomes of this research may be used to further investigate the markers of job satisfaction and employee

performance. Furthermore, the research will provide a further contribution to the existing body of information about indications of job satisfaction and the performance of employees. Moreover, considering the growing importance of organizational culture in influencing employee behavior and organizational outcomes, this study will be useful in providing evidence based empirical results on the effect and relationship.

1.6 Scope and Limitations of the Study

1.6.1 Scope of the Study

This research focused on job satisfaction indicators and employee performance at NCPWD. Furthermore, the specific focus was restricted to job autonomy at workplace, compensation for employees, career development, and work-life balance. The rationale for selecting these indicators was based on the fact that they specifically reflected drivers that influence employees' attitudes and behaviors at the workplace. These are key determinants of motivation, commitment and continuation which are core precursors to performance of any employee. Also, they are free from method-bias because they account for both the internal and external indicators of job satisfaction hence provide a rich understanding of the performance effects. In the same regard, organizational culture was presented as a mediating factor. In terms of geographical scope, this research was constrained to NCPWD in Nairobi County, Kenya. The study took place throughout the year 2024/2025.

1.6.2 Limitations of the Study

In this study, there were several limitations that were anticipated that would have affected the study response among others. One of the limitations was the correspondence and willingness of the employees to participate in the study. However, this limitation was addressed whereby the permission was obtained from the director of the institution.

Moreover, the secretary was also involved in the process in order to facilitate a smoot process of allocating the questionnaires to the respondents. Another limitation experienced was during the data collection process. Some of the employees were out for leave and others had gone out for field work. This made the study not to have a 100% response rate.

1.7 Theoretical Framework

These theories were used in the current study: Self-Determination Theory (SDT); Equity Theory; super's development theory of career choice; Spillover Theory; and Schein's Organizational Culture Model. Deci and Ryan (1985) developed the Self-Determination Theory (SDT), the motivation theory describing the importance of intrinsic psychological needs of persons for relatedness, competence, and autonomy in motivating individuals and enhancing their wellbeing. According to SDT, employees are more motivated to perform tasks effectively when they feel they have control over their actions (autonomy), believe in their ability to complete tasks (competence), and have positive relationships with others (relatedness) (Deci & Ryan, 2000).

In the workplace, job autonomy is crucial, as it allows employees to experience freedom and control over their work, thereby enhancing intrinsic motivation and performance (Gagné & Deci, 2005). This theory underscores that fulfilling these needs results in higher engagement and better performance outcomes. This theory was useful in explaining the job autonomy variable. This is because the theory argues that autonomy is a critical psychological need that enhances motivation and performance. SDT posits that when employees have control over their work (autonomy), they experience greater intrinsic motivation, leading to higher engagement and better performance.

Employees demand justice in the workplace, especially when it comes to pay, according to Adams' (1965) Equity Theory. According to Adams (1965), people evaluate fairness by contrasting their own input-output ratio—that is, effort versus reward—with that of others. If employees perceive their compensation as equitable in relation to others doing similar work, they are likely to feel satisfied and motivated. However, perceived inequities can lead to feelings of dissatisfaction, resulting in lower motivation, performance, and potential turnover. Therefore, Equity Theory highlights the importance of fair and competitive compensation structures to enhance employee performance and retain talent (Pritchard, 1969). Hence, the theory was of great importance in explaining the concept of job compensation and its influence on employee performance.

Spillover Theory suggests that experiences in one area of an individual's life can affect other areas, especially when it comes to work and personal life balance (Staines, 1980). Positive experiences and support in one domain can result in positive attitudes and behaviors in the other, while negative experiences can lead to stress and lower performance (Edwards & Rothbard, 2000). In the context of work-life balance, achieving equilibrium between personal and professional responsibilities can enhance well-being and, subsequently, performance in the workplace. This notion reveals why employers should consider workers' work-life balance as one of the important factors for ensuring long lasting performance and workers' satisfaction. Consequently, the theory supported the work-life balance variable and consequences for employee performance.

Schein's Organizational Culture Model delineates three tiers of culture inside an organization. These include manifestations, the declared organizational values and belief that forms the oppressive essential assumptions (Schein, 1992). Artifacts are tangible

objects as well as practices, values are the set of principles that the organisation fosters and assumption as the unfounded assumptions and beliefs that govern the actions of an organisation (Schein, 2004).

In Schein's view, organizational culture affects job satisfaction indicators and performance through norms. While organisational culture supports organisational values employee motivation, satisfaction indicators and performance may be improved; however, where there is culture-values misfit, organisational employee engagement and productivity may be negatively affected (Schein, 2010). This model shows how deeply culture – which includes artefacts, written and spoken values, and unspoken assumptions – affects organizational fortunes and employee behavior and output. They were able to support that having a strong positive culture would have a greater impact on the employees' level of engagement, attitude and productivity.

1.9 Conceptual Framework

The independent variable in this research were obtained from the job satisfaction indicators, which has an impact on the dependent variable, which is job satisfaction in state businesses. The research considered professional growth possibilities, work-life balance, job autonomy, and employee remuneration as measures of job satisfaction. Furthermore, the research posited that the link between job satisfaction and employee performance could be moderated by the company culture (See Figure 1.1).

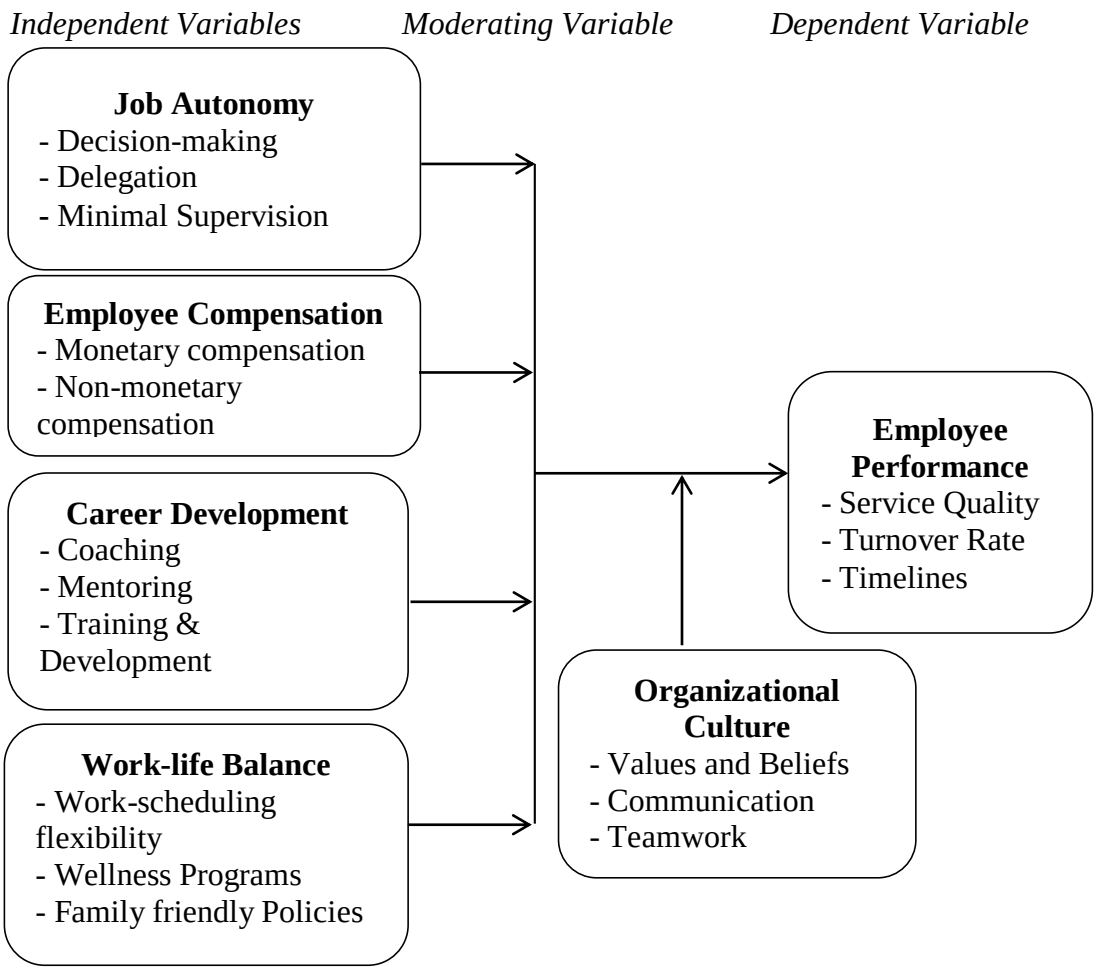


Figure 1.1: Conceptual Framework

Job autonomy, employee remuneration, career growth, and work-life balance are some of the many measures of job satisfaction that have been embraced, according to the study's conceptualization of the notion. According to the findings of the research, workers who are content with the level of job autonomy they have inside their workplace have a tendency to increase their performance, and vice versa to the opposite. Autonomy was measured using decision making, minimal supervision, and delegation. Hence, the study sought to find how these indicators of job autonomy influence the performance of employees.

In this study, employee compensation was measured using monetary and non-monetary compensation. This study hypothesized that employees who are satisfied with the

compensations provided at their job tend to improve on their performance. Hence, the study sought to examine the situation at NCPWD in terms of whether employees are satisfied with the compensation provided and how this influences their performance.

Career development was measured using coaching, and mentoring, as well as training and development. It is the working hypothesis of the research that workers' ability to learn and grow professionally was positively correlated with their level of job satisfaction, and that workers' level of job performance was positively correlated with their level of job satisfaction. Career development possibilities at NCPWD were therefore the focus of this research, which aimed to evaluate their impact on employee performance.

Flexibility in scheduling, wellness initiatives, and family-friendly policies (such as paid time off, dependent care assistance, and parental leave) was used to assess work-life balance. The study hypothesized that workers' productivity and performance would increase if they were happy with the work-life balance programs their employers offered. Accordingly, the purpose of this research was to find out how happy NCPWD workers are with their work-life balance programs and how it affected their performance.

Organisational culture was proposed as a moderating variable in this research, with the potential to impact the link between job satisfaction and performance. The values and beliefs held by all employees, communication and teamwork served as the indicators for evaluating company culture. In this research, the study looked at how NCPWD's corporate culture affected the correlation between workers' satisfaction on the job and their performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter captured a review of literature on job satisfaction and employee performance. Areas such as review of theories and empirical review of literature were also addressed. Moreover, knowledge gaps from the literature review were identified and presented.

2.1 Review of Theories

As earlier discussed in brief in the theoretical framework, the theories guiding this study include Self-Determination Theory (SDT), Equity Theory, Spillover Theory, and Schein's Organizational Culture Model respectively. This part delves deeper into these theories, discussing them in depth, outlining their benefits and drawbacks, and showing how they were used in the research and to support the study variables.

2.1.1 Self-Determination Theory (SDT)

Self-Determination Theory was developed by two psychologists: Edward L. Deci and Richard M. Ryan in mid 1980s. Following up on the importance of perceived controlling self-autonomy, competence, and relatedness in volition and self- development Deci and Ryan's early work on extrinsic and intrinsic motivation laid the empirical foundation of SDT. Competence, autonomy and relatedness are three fundamental and universal psychological needs a which the idea suggests are the driving force behind growth. Decision and Ryan stated that satisfying such requirements benefits and increases the levels of motivation, whereas the absence of such requirements decrease motivation levels and results in dissatisfaction.

Six assumptions about human behavior and motivation have been postulated in SDT. One of the assumptions of the theory is that when people's basic psychological needs for competence, autonomy and relatedness are met, they respond by creating development, self-integration and psychological health (Ryan & Deci, 2000). Secondly, SDT focuses on self-autonomous regulation which means people volitionally choose to behave in a certain way. This can be said to be in real opposition to controlled motivation, where people actually respond to calls, or other directives. Additionally, consequence of the social context is an implication that social context may have an impact on motives and personal development based on the extent to which a context promotes or hinders the satisfaction of such psychological needs (Ryan & Deci, 1985).

Therefore, by offering a clear distinction between extrinsic and intrinsic type of motivation and illustrating how social contexts affect quality of motivation, SDT paints a full picture of people's motivation, which is one of the models' strengths (Ryan & Deci, 2000). Compared to other psychological wants this theory provides sound rationale for engaging and enhancing the productivity of the workers in the organization. This type of SDT is also flexible and can be used in different contexts, such as education, sport, health care and organisational management. Also, prior research has established the universality of SDT making it even more useful in multicultural contexts which are typical of most modern organisations (Vansteenkiste & Ryan, 2013).

However, there are deficiencies in SDT. Some criticisms include the fact that when using the theory, it can hardly determine the level of autonomy, competence, and relatedness in the same way within different contexts. Further, there is discords as to the extent of the three needs as a cross-cultural foundation for their existent, their importance and potential

changes in relation to cultural variable (Chirkov et al., 2003). Moreover, according to Lo (---), SDT may underemphasize the role of extrinsic motives in organizing and regulating human behavior and motivation in specific organizational environments while at the same time, emphasizing the importance of intrinsic motivation. This has led to issues on how the theory's concepts can be practically implemented in organisation environments in which the externality of motivation is highly defined.

This study considers this theory useful in expounding on the relationship between job autonomy and employees' performance in NCPWD. Workmanship freedom is the extent to which the employee has discretion over the way they handle assignments and make decisions. Knowledge of the major theories of motivation shows that SDT indicates that improvement of job autonomy improves intrinsic motivation which results into performance improvement, innovation and job satisfaction (Deci et al., 2001). Based on these studies, this research postulates that improving telework flexibility for the NCPWD employees might increase their self-organising mechanism and engagement with the organizational vision and objectives. When the NCPWD is encouraging people to lead other people, sharing organizational decisions with the staff and developing their professional skills, it means that the organization promotes such psychological needs as autonomy, competence, and relatedness, which ultimately have an impact on performance.

2.1.2 Equity Theory

Industry and organisational behavioural and workplace psychologist named John Stacey Adams formulated Equity Theory in the 1960s. This theory was formulated by Adams in an attempt to explain how employees analyse fairness of interaction that they have at workplace and how power relations experienced either enhance or diminish their behavior

and drive (Adams, 1963). Equity theory explains that individuals compare their work-output-job inputs with what they receive to similar inputs from other employees. If people fixate on an imbalance, they might be motivated to alter their behavior — given a feeling of atonement — and put more or less effort into the relationship.

Equity Theory assumes that employees always compare their inputs and outputs ratio with that of referent who can be a colleague, peer or other workers of similar status (Adams, 1965). Examples of inputs are effort, skills education experience, etc while outputs are remunerations and bonuses, incentives, and opportunities for advancement etc. Another implicit assumption is that people work not only for their pay but for relative pay as well (Pinder, 2014). In addition, when people feel unfair treatment, they may act by changing input (for instance, working less hard) or to try to adjust the output (for example, seeking a raise).

Equity Theory provides a vivid account on how perceived inequity affects organisational members and their behaviour. One of its advantages is its focus on the analysis of the social comparison processes to motivate people, which is particularly appealing in groups (Carrell & Dittrich, 1978). More importantly, Equity Theory was useful in organisational management by pointing out the psychological effects of perceived fairness on morale, productivity, and turnover. It also pointed out the fact that motivation is a process that is subject to change due to fluctuating perceptions of fairness with regard to employees' attitudes and behaviors.

However, there has been an agreement that Equity Theory has its own pitfalls. One of them is that it deals with perception. It is quite hard to measure the perceptions uniformly in treatment of the many personnel in the organization since perception may vary from one

person to another due to various factors (Adams, 1965). Moreover, the theory is not clear whether cultural measures are adequate when it comes to perceiving fairness and making comparisons (Pinder, 2014). A third drawback is white-collar workers that address only the economic rewards and very little regarding factors that motivate employees and are not monetary and are quite frequently not economic at all such as working hours work advancement and achievement.

Equity theory was therefore used to support the work remuneration variable and how it influenced employee performance at the National Council for Persons with Disabilities. Employees make comparisons with regards to amount of pay received and the amount of work done and compare their situation with that of other employees or those of other firms. This study found that when the employees feel that are being paid reasonably to the work that they are expected to deliver, then, they will work harder, dedicated, and efficiently. On the other hand, perceived inequalities in remunerations may result to dissatisfaction, low morale and poor productivity in the organization. In this regard, NCPWD could perhaps arrange for annual reviews on the issue of compensation; compare its offerings with other organizations; or make efforts to explain to the employees clearly and unequivocally the measures that were used for rewarding staff. Opening up avenues for appreciation, for better grades, for other forms of reimbursement based on equity also leads to feel of fairness and the employees can work at their optimum best.

2.1.3 Super's Developmental Theory of Career Choice

Super's Developmental Theory of Career Choice was proposed by Donald Super in the mid-20th century, with further refinements over several decades (Super, 1990). The theory emphasizes that career development is a lifelong process, where individuals grow through

distinct stages—growth, exploration, establishment, maintenance, and disengagement (Super, Savickas, & Super, 1996). Central to the theory is the idea of self-concept, which evolves with age, experience, and personal development. Super argued that career satisfaction and performance are achieved when individuals find roles that allow them to express their self-concept effectively (Brown & Lent, 2019). Thus, the theory provides a comprehensive framework for understanding how personal growth and career opportunities interact over time to shape individual success and productivity (Patton & McMahon, 2014).

The theory assumes that career development is influenced by a combination of personal factors (e.g., abilities, interests, values) and contextual factors (e.g., socioeconomic status, family support, and organizational environment) (Super et al., 1996; Savickas, 2002). It also assumes that individuals have multiple life roles, such as being a worker, parent, or student, which together shape career decisions and growth (Brown & Lent, 2019). For organizations such as the National Council for Persons with Disabilities (NCPWD), this means that career development programs must account for employees' personal and professional needs, providing structured training, mentorship, and role clarity (Savickas & Porfeli, 2012; Herr, Cramer, & Niles, 2004). By aligning career opportunities with employees' stages of growth and self-concept, organizations can foster job satisfaction, motivation, and higher performance (Brown, 2002).

Despite its relevance, Super's theory has faced several criticisms. One criticism is that it tends to follow a linear and Westernized model of career progression, which may not fully account for cultural variations or nonlinear career paths (Savickas, 2002; Patton & McMahon, 2014). Critics also argue that the theory underestimates the role of

unpredictable factors such as economic instability, disability, or organizational politics in career development (Brown, 2002; Herr et al., 2004). In the context of NCPWD, employees with disabilities may face unique challenges—such as discrimination or lack of accessibility—that the traditional model may not adequately address. Nevertheless, its holistic and developmental perspective still makes it a useful framework for guiding career planning and organizational interventions (Brown & Lent, 2019).

The application of Super's theory to NCPWD highlights how career development opportunities—such as targeted training, promotions, and mentorship programs—can positively influence employee performance by aligning organizational goals with employees' evolving self-concepts (Savickas & Porfeli, 2012; Herr et al., 2004). For example, when employees at different career stages are offered appropriate development programs, they are likely to feel valued and supported, resulting in increased job satisfaction and commitment (Brown, 2002). This approach also supports diversity and inclusion, particularly for employees with disabilities, by ensuring that career opportunities are personalized and accessible (Savickas, 2013; Patton & McMahon, 2014). Thus, Super's theory provides both a theoretical and practical lens to examine the influence of career development on employee performance within organizations like NCPWD.

2.1.4 Spillover Theory

Spillover theory was developed in social psychology in the early 1970s or by Urie Bronfenbrenner who studied the integration of aspects of people's lives. Other researchers have built on the concept, and research on work-family interface has found it to be very applicable (Edwards & Rothbard, 2000). Continuing the categorisation of developmental theories, it is necessary to consider an approach that offered a more extensive perspective

on how different contexts contributed to an individual's development, including work and family. According to Spillover Theory, there is the relation between the occurrence of experience, emotion, or behavior in one domain of life and the occurrence of experiences in another domain of life.

Spillover Theory assumes that the feelings, actions, and perceptual styles that citizens adopt and exhibit in their organizational environment affect or are influenced by their feelings, actions, and perceptual styles outside the workplace (Clark, 2000). This means that stress or pleasant affect from work can 'carry over' into personal life and vice versa. The second assumption that has been advanced is that spillover can be cross-sectional, that is, change can occur from the work to home domains or vice-versa (Zedeck, 1992). In other words, spillover can be positive or negative, and can be primary, involving emotional or behavioral changes, or secondary, meaning it occurs in attitudes and decisions. The theory also recognizes the variations that a person may have different types, strong or weak spillover effects depending on personality and ways of dealing with stress as well as social support.

A major advantage of Spillover Theory is that is takes an ecological perspective towards the relationship between work and family variables. It appreciates the fact that employees are not singlehanded in organizations, and their life outside organizations influences their performance (Edwards & Rothbard, 2000). This acknowledgement makes the organizations to act in a way that get policies and practices in supporting health of the employees. The theory also provides positive as well as negative spillovers, which can help researchers and organizations to effectively manage the positive effects only such as job satisfaction results into better family relations.

However, as much as one may agree with the Spillover Theory, there has been noted a number of limitations. One of the limitations is time to define the type and scale of spillover between the career and personal domain since such effects appear to be differing between individuals and over time (Staines, 1980). Also, the theory does not distinguish between cultural differences that might affect work life balance or perception of spillover effects. Similarly, the theory's sweep could hamper its capacity for forecasting how and when a spillover's intensity will increase or decrease or what concrete steps could prevent adverse spillover outcomes.

Using the Spillover Theory within the context of this study, this research sought to determine the effects of a work-life balance of employees working at the National Council for Persons with Disabilities. Based on the study's hypothesis, it is possible for NCPWD to support work-life interventions such as flexible working times, wellness programs, and policies of diverse forms of leaves which follow the knowledge that work can cause positive or negative effects on the lives of its workers. With a view of slimming down work-related stressors as well as providing adequate tools to enable the staff to balance their personal responsibilities NCPWD can boost morale, lower cases of employee burn out and ultimately improve organizational performance. Promoting work-life balance in an organization means encouraging positive organizational culture that includes concerns for employees' work-life issues to enhance workplace productivity of employees.

2.1.5 Schein's Organizational Culture Model

Edgar H. Schein, an organizational psychologist, developed the Schein's Organizational Culture Model or first published it in the 1980s. Known for his work on determining how much complex organizational culture actually is. He operationalised it as a repertoire of

fundamental organising principles that a group acquires as it processes problems concerning accommodation to new conditions and interaction with own members (Schein, 1985). New members are informed that such perspectives are the ‘correct’ views concerning issues relating to colour, gender, sexual orientation, race, age and disability. According to Schein's approach, there are three levels of corporate culture: things, on concepts and expressed ideas.

It is noteworthy that organizational culture as a concept underpinning Schein’s model is posited as a strong, multi-layered factor affecting organizational practice. It suggests that organizational culture encompasses the tangible and material features (things such as structures and work processes), the declared values (policies and plans) and assumptions (taken for granted beliefs) (Schein, 2010). The third assumption is the one that is built around culture transformation where all the organizations culture means are addressed and the various relationships between them have to be understood. Schein has laid stress on the fact that culture is an accumulated endowment that students learn from others and it has accumulated over time and brought solutions for organizational problems; thus, culture invariably stabilizes and takes a long time to change or shift.

Some of the advantages of this model are believed to be the following. In as much as Schein’s model is valuable, it is due to the fact that it is appreciate of the fact that culture in organization is complex and often multi-layered. It helps in offering a framework when diagnosing cultural matters at the workplace by establishing three levels (Hatch 1993). Underlying assumptions are also clearly differentiated in the course of the model, which make them a key characteristic that defines the behavior of a company or an individual but are not easily identifiable. Because of this depth, Schein’s approach is helpful for

organizations which try to address the issues of organizational culture alteration and want to get to the root of it. Besides, it stressing the importance of leadership in creating and transferring organizational culture, it is also useful where there are efforts to manage change (Schein, 2010).

Schein's model has some advantages as well as some weaknesses. The first criticism is that it may be difficult to define and quantify fundamental assumptions, as they are implicit, and may not be consciously acknowledged (Martin, 2002). The model also seems to underemphasize the relationships between various levels of culture and inability to pick details of subcultures in large organizations. Also, Schein may focus more on the stability of the model and thus lesser suitable for organizations that are rapidly changing or if culture changes often.

The National Council for Persons with Disabilities may use the Schein's Organizational Culture Model to map out how culture influences the relationship between the output and those facets regarded as relevant to job fulfillment. Leaders in various organisations may be able to gain a lot for improving on the happiness and productivity of their workers by looking at the artefacts, stated values and often hidden assumptions in NCPWD. For example, observable signals like norms of interaction, and practices of incentive distribution define perceived fairness and acknowledgment from the employee standpoint. Displayed values like equality and diversity can shape employee's perception of their responsibilities, as well as their orientation to organizational strategic plans. Perceptions, including assumptions regarding teamwork, tend to be either constructive or destructive. If such cultural aspects are associated with job satisfaction initiatives, then it was revealed

that NCPWD could construct a culture that improves the motivation, commitment as well as production of workers.

2.2 Empirical Review of Literature

This section presented a review of empirical literature. The literature was obtained from previously done studies. The section was presented according to the study objectives. The sections included job autonomy and employee performance, employee compensation and performance, career development and performance, work-life balance and employee performance, and organizational culture on employee performance.

2.2.1 Job Autonomy and Employee Performance

Sørlie, Hetland, Bakker, Espevik, and Olsen (2022) in Norway combine theories of Person-Organization (P-O) fit and Job Demands-Resources to suggest that P-O fit, which is defined as value congruence between an individual and their organization, is an important factor that helps to activate and accumulate situational job resources. The research postulated that P-O fit bolsters the previously shown favorable correlation between work autonomy and productivity. In order to prepare 43 navy cadets from Norway for a training trip aboard a sailing ship, we measured their goal P-O fit. Throughout the mission, participants were monitored for 30 days straight on self-reported autonomy, task performance, and contextual performance according to their peers. Daily autonomy was positively associated with (a) task performance the next day (but not the same day) and (b) contextual performance the following day (and the same day) for persons with high (vs. low) P-O fit, as expected from multilevel modeling studies. Additionally, performance was still affected by the daily autonomy - P-O fit interaction a few days later.

The effects of job autonomy, psychological empowerment, and the Japanese management style on employee performance and dedication to their companies were investigated in research conducted in Japan by Nakayam (2020). The seniority compensation system and lifelong employment were distinctive features of Japanese management techniques. The study used a descriptive survey research approach, with main data acquired via online surveys that participants filled out on their own time. A total of 171 workers from various IT organizations in Japan were randomly chosen to participate in the survey. In order to put these theories to the test, a multiple regression analysis was performed using survey data. The analyses showed that job autonomy affects performance on the job, psychological empowerment affects commitment to the organization and performance on the job, lifetime employment doesn't change either, and seniority wage systems boosts commitment to the organization but lowers performance. Despite the contribution of this study, the gap was that it concentrated on Japanese management style which may be different to that of Kenya.

Job autonomy and its relationship to employee performance were examined in a secondary research report by Onuegbu, Waribugo, and Ijeoma (2022) in Nigeria. A literature evaluation of relevant management works served as the basis for the research. The authors concluded from their empirical literature assessment that work autonomy has a direct impact on performance on the job and its markers, such as engagement, motivation, commitment, and satisfaction. Employee performance was shown to be impacted by job autonomy, and the research suggested that public sector human resource managers should take steps to increase job autonomy by giving workers more say over their tasks. The methodological gap in this study is that it relied on secondary data which was collected

using desktop research. The current study however also included primary data collected from respondents using questionnaires and analysed quantitatively

Mworia, Wachira, and Mwaura (2021) looked at how employees' level of autonomy at work affected their productivity in the Isiolo County Government. The study used a descriptive research strategy based on a mixed-methods methodology. Stratified random sampling was used to choose 140 county workers to participate in the research. The study used interviews and structured self-administered questionnaires. With the aid of SPSS, descriptive statistics and chi-square analysis were used. The research indicated that the county government of Isiolo has a high level of job autonomy. Employee performance was also found to be high. With $\chi 2 = 27.602$, df = 16, and p = 0.035, a significant link was found between work autonomy and employee performance. The research at the county government of Isiolo found that workers' level of autonomy on the job affects their productivity. The gap in this study is that it was carried out in the county government whereas the current study focused on NCPWD.

Mulu, Kalei, and Achuora (2023) studied the Machakos County Government in an effort to determine how employee autonomy affects their performance. The basis of this research was the equity theory. The study used a descriptive research approach and surveyed 520 county government workers at various levels. From the population and the questionnaire that was used to gather data, 156 respondents were selected. Using descriptive and inferential statistics, the data was analyzed in STATA version 17. The data was presented using descriptive statistics, including frequency, percentage, mean, and standard deviation. In order to estimate the coefficient of the objective variable, a regression model was used. A robust correlation between employee autonomy and performance was found in the

research. This means that in order to meet organizational expectations for performance, a larger proportion of workers need autonomy. Therefore, it was determined that workers' performance was affected by autonomy as a non-monetary incentive. The gap in this study is that it was carried out in the Machakos County Government whereas the current study focused on NCPWD.

2.2.2 Employee Compensation and Employee Performance

By adopting an exploratory research design, Jaiswal, Kushe, and Lucky (2022) examined how financial and non-financial compensation practices influenced the performance of employees. The study further utilized a convenient sampling method to select 88 respondents consisting of 40 males and 48 females working professionals from different organizations in Delhi, Maharashtra, Tamil Nadu, and Madhya Pradesh. Face-to-face interviews were utilized in data collection. The study relied on qualitative methods of data analysis. Pay in monetary and non-monetary forms has an equivalent impact on worker productivity, according to the research. various forms of compensation are also valued by various employees based on factors such as age and responsibilities. The methodological gap in this study is that it only utilized qualitative data for its analysis, and conclusions. Therefore, there were not statistical evidences to back up the results.

A study conducted in Ghana by Yamoah (2023) looked at the correlation between pay and efficiency in the banking sector. A descriptive survey was administered to staff members of Ghana Commercial Bank in the Greater Accra Region of Ghana using a case study technique to gather data. Sixty people participated in the survey. The study utilized Pearson chi-square to see if there was a statistically significant correlation between pay and output. It was established that pay is significantly correlated with output, according to the findings.

The geographical gap observed is that the study was done in Ghana. In terms of contextual gap, it was conducted within the banking sector. The current study however focused on government parastatals in Nairobi County.

Kgoedi and Pillay (2018) looked at how pay affected productivity at Bank X in Mpumalanga. A qualitative study approach was adopted. For the interviews, a nonprobability purposive selection approach was used to pick a sample of fifteen (15) bank employees to participate. Critical to the data analysis process was the measurement of the open-ended questionnaire's data collection and processing procedures. Among bank workers, 60% said that financial incentives play a significant role in inspiring people to do their best, while 20% were sceptical. More importantly, 67% of workers feel driven to do a better job when they are financially compensated for it. That performance and motivation are inseparable was the final verdict. In terms of contextual gap, this study was conducted within the banking sector. Additionally, it used interviews which are more qualitative in nature. The current study used quantitative data so as to have findings that as supported by statistical evidences and it also focused on government parastatals (NCPWD) in Nairobi County.

Muthusi (2020) set out to determine how different remuneration strategies affected worker productivity at biscuit factories located in Nairobi city-county, Kenya. This research looked at the relationship between corporate culture, basic salary, employee perks, skill development, work-life balance, and the impact of these factors. With a stratified random selection approach, 320 respondents were chosen from a target population of 1,600 workers, using a descriptive study design. Using semi-structured questionnaires, primary data was gathered. Descriptive statistics such as means, modes, percentages, and standard

deviations were used to display the data. A multiple regression model was used to analyze the association between remuneration practices and employee performance using inferential statistics. In the biscuit manufacturing enterprises in Nairobi County, Kenya, there was a positive and substantial link between pay methods and employee performance. The most important factor was work-life balance at 0.873, while employment benefits were the least significant at 0.663. In terms of contextual gap, it was conducted within the manufacturing industry. The current study however focused on government parastatal (NCPWD) in Nairobi County.

At the Kenya Literature Bureau (KLB), Mangale (2017) investigated how pay impacted productivity. The stated goals of this study were to assess the impact of monetary, non-monetary, and indirect forms of remuneration on productivity in the workplace of KLB Nairobi. Questionnaires were a means of data collecting in this study, which followed a descriptive research strategy. One hundred and fifty (150) workers from the Kenya Literature Bureau Nairobi were the intended recipients. This group included both upper- and lower-level employees. Fort five (45) respondents were gathered using stratified proportional random sampling. The data was examined using SPSS for both quantitative and qualitative analysis. Research shows that 84% of workers think that factors other than pay, such as company culture, public praise, and opportunities for advancement, have a greater impact on productivity. There was a correlation between indirect financial remuneration (such as health insurance and paid leave) and employee productivity (91%). In terms of contextual gap, it was conducted within the Kenya Literature Bureau whereas the current study was done at NCPWD.

2.2.3 Career Development and Employee Performance

In their study, Katharina and Dewi (2020) looked at how career advancement affected employee performance in Indonesia, with job satisfaction serving as a mediator. A total of sixty-one workers, selected at random from the census, participated in the research at the Inna Sindhu Beach Hotel & Resort. A questionnaire was used to gather the data. The methods utilized for data analysis include multiple tests and route analysis. The findings supported the acceptance of all assumptions. Inna Sindhu Beach Hotel & Resort found that career development had a positive and significant effect on job satisfaction, which in turn had a positive and significant effect on employee performance. Additionally, job satisfaction mediates the effect of career development on employee performance. The geographical gap observed is that the study was done in Indonesia. In terms of contextual gap, it was conducted within the hotel and tourism industry. The current study however focused on government parastatals in Nairobi County.

A comprehensive examination of career development and employee performance in Kondoa District Council, located in the Tanzanian city of Dodoma, was the goal of a study by Nyoni (2024). The study's objectives were to investigate the HR or career development practices used by the council, assess the effectiveness of these practices in improving employee performance, and extrapolate these results to other Tanzanian government agencies. Using a Case Study Design, a mixed-method research technique was used. Two human resource managers, ten department heads, twenty-two stakeholders, and eighty common employees made up the study's target group, and 57 people were chosen for the sample. Questionnaires and in-person interviews were used to gather data. Thematic analysis was used on qualitative data, while SPSS was used to simplify descriptive

statistics. The majority of workers saw training programs as helpful in expanding their knowledge of the company and their specific role within it, and they also recognized the significance of training opportunities. The current issue at Kondoa District Council is that the Career Development programs are not well-implemented by management, leading some workers to disregard their significance. The geographical gap observed is that the study was done in Tanzania. In terms of contextual gap, it was conducted within the county council of Kondoa District. The current study however focused on government parastatals in Nairobi County and more precisely NCPWD.

Muthumbi and Kamau (2021) set out to investigate how vocational training affected productivity at Deloitte Limited in Kenya. In this study, quantitative research methodologies were used to create a descriptive survey. Half a thousand people from Deloitte Limited in Kenya were the intended participants in this survey. Using a stratified random selection procedure, 116 respondents were chosen to generate the sample size. Using structured questionnaires, data was collected. The study used SPSS to do descriptive and inferential statistics on the data. In an attempt to confirm the nature of the relationships between the research variables, inferential statistical tools employed herein included regression analysis and correlation. Career development was significantly positively related to the performance of the employee. Key aspects of career management encompass the training, career guidance and coaching, as well as mobility activities. The gap of the study is that it was conducted in the manufacturing industry.

Career development is a major contributing factor to employee performance in many organisations, especially those which are considered parastatals. Therefore, by focusing on the National Cereals and Produce Board, Kakui (2016) sought to determine the findings.

The study applied descriptive survey research and targeted 200 employees from the Nairobi Headquarters. From the population, one hundred participants were randomly selected and data obtained by means of structured questionnaires. Quantitative data was analyzed using SPSS version 20. Based on the study, on job training enhances workers productivity in several ways such as increases perception of core competencies and job descriptions, motivation enhances effort, reduces apprehension and provides information and contacts. Counseling and supporting learners and helping them find their own strategy and answers to challenges are ways in which career mentoring improves employee performance, according to the research. The findings of this study clearly showed how different career development opportunities influence performance. The only gap is that it was done at National Cereals and Produce Board and hence the need for NCPWD to be investigated.

The goal of the research by Mark and Nzulwa (2018) was to ascertain, using staff performance surveys administered at the National Hospital Insurance Fund headquarters in Nairobi, the impact of career development programs. Researchers used a case study approach. Researchers polled 120 workers, or 30% of the total population, at the National Hospital Insurance Fund's Nairobi offices for the research. Stratified sampling was used to choose the sample. A questionnaire was used by the researcher to gather primary data. Data presentation and analysis in the research made use of descriptive and inferential statistics. Career development programs were shown to be responsible for 34.9% of employee performance according to regression analysis. The research also found that career counselling, employee mentorship, career development opportunities, and training all had a favorable and statistically significant effect on employee performance. The gap of the

study is that it concentrated on NHIF headquarters whereas the current study sought to find how the situation was at NCPWD.

2.2.4 Work-Life Balance and Employee Performance

Research conducted in Indonesia by Susanto et al. (2022) investigated the relationship between work-life balance, employee performance in small and medium-sized enterprises (SMEs), job satisfaction as a mediator, and supervisor behaviors that support families as a moderator. The research used a quantitative technique to find out what the factors were and how they related to each other. Around 600 workers of SMEs in Indonesia were surveyed using standardized questionnaires that were produced and disseminated as part of the research. To verify the study hypothesis and model, SEM-PLS was used. Findings showed that a healthy work-life balance is associated with higher levels of job satisfaction and productivity. In addition, the study found that job satisfaction mediated the connection between work-life balance and performance on the job to a certain extent. The geographical gap in this study is that it was done in Indonesia and it used employees from SMEs. Moreover, job satisfaction was utilized as a moderating variable whereas the current study used it an independent variable.

Using information from 239 Koran employees, Hye (2024) found that a healthy work-life balance and effective devotion might affect performance enhancement. But this research took undertaken in a collectivist Korean business setting, where workers value the corporation more than their own personal beliefs. According to Vishwa's (2020) descriptive research on the topic of work-life balance and its effects on satisfaction and performance in Indian national banks, policies promoting work-life balance are associated with higher levels of satisfaction and performance. According to the best fit statistic of 0.618, the

independent factors have an effect on the dependent variable to the tune of 68%. The study's independent variables were policies on flexibility, leave provisions, job design, and welfare programs.

Tumunomiebi and Oyibo (2020) conducted a literature study on the topic of work-life balance and employee performance in Nigeria using desktop review of literature. Employers must advocate for policies and practices that help their workers achieve a better work-life balance because, according to the review, workers are more productive when they divide their time between work and their personal lives. The systematic literature review in Nigeria found that work-life balance policies face systemic obstacles. These include, lack of leadership, which in turn has led to political, economic, and social problems, such as corruption, poor institutions that can't keep an eye on employment standards, high unemployment rates, poverty, inflation, and many more. This study relied more on desktop review whereas the current study used both desktop literature and primary data that was collected using structured questionnaires. Moreover, it utilized statistical evidences to support its findings and conclusions.

In their study, Wambui, Cherotich, Emily, and Dave (2019) looked how employee support programs and conflicts between work and family responsibilities affected productivity at Kabarak University. The study relied on a descriptive method, more especially a case study. Structured questionnaires were used to collect primary data. A total of 70 participants were selected from the 244 that made up the study's target group. The statistical program for the social sciences (SPSS) was used for data analysis. The data was shown in a tabular manner with percentages. To find out whether the independent factors had an effect on the dependent variable, chi-square tests were conducted. The research found that

workers' performance was impacted by conflicts between their work and family objectives. Consequently, the research found that embracing a work-life balance was associated with higher employee performance, suggesting that it is a vital part of both work and family life. The gap in this study is that it was done in a higher learning institution hence there was a need for NCPWD to be examined and establish whether the situation was the same.

Orwa (2023) sought to establish the role of work life balance practices on the employees' performance at HomaBay County Teaching and Referral Hospital (HBCTRH). In more specific terms, it focused on features such as short working weeks, flextime, telemedicine, and job-sharing. Theories which were utilized included Spillover theory and Vroom's expectation theory. Having postulated the population to include 696 workers, the study used a stratum sampling technique to select 254 people in an explanatory survey design. To estimate the number of respondents, therefore, needed for the survey, the Yamane formula (1967) was adopted. Structured questionnaires were employed mainly to gather primary data. Pearson correlation analysis, was used. Organizational performance in HBCTRH is positively related to flexi-time, telemedicine, job-sharing, reduced workweek based on the research findings obtained. The gap of this study is that it was conducted in medical referral hospital and there was a need for NCPWD to be examined which is not a hospital but an organization established to support and implement the rights of persons with disability in the country.

2.2.5 Organization Culture on Employee Performance

Priyono, Yunianto, Rijanti, and Sudiyatno (2022) initiated cross-sectional research by employing organizational culture as mediator in understanding the impact of servant leadership and job characteristics on the job satisfaction of employees. The information

was collected from established private businesses in Semarang city which has a population of 111 people. The Census approach was adopted and data analysed with the help of multiple regression with moderating variables and the help of the SPSS software. From the data it emerged that there was positive relationship between job satisfaction and both servant leadership structures as well as work qualities. The case for the mediating effect of organizational culture on the relationship between servant leadership and job characteristics, and job satisfaction has been established. Despite its relevance in showing the moderating effect of organization culture, the study had used job satisfaction as a dependent variable whereas in the current study it was utilized as the independent variable.

The research conducted by Nazir and Zamir (2015) sought to identify the influence of organizational culture on the performance of the employee in Islamabad. A total of sixty workers, and the representatives of various organizations, were selected. The hypothesis was tested using both a descriptive and inferential approach, t-tests, Pearson correlation among others. Based on the analysis, the contextual factors within which function workers across tiers are shaped by the firm culture. The study revealed that organizational culture is realized in terms of sub cultures within the organization. These subcultures entail numerous sets of norms, values and beliefs, that are found out in relation to the need of the work and the goals of the firm. The gap observed is that the study had been done in Islamabad whereas the current study was to be carried out in Nairobi, Kenya. The cultural settings in the organizations are totally different.

Emeka and Philemon (2012) undertook a study that examined the impact of organisational culture on the performance of the employees in some manufacturing firms operating in Nigeria. This study applied a survey design and the selected manufacturing companies

were chosen via the use of a stratified random sampling technique. As for the respondents of the study, the researcher used a simple random sampling technique. Chi-square tests and measures of central tendency were used in analysing the data. The study showed that organizational productivity and personnel performance are linked to corporate culture. This study was conducted within the manufacturing industry whereas the current study was done in government parastatals and more precisely (NCPWD).

Mbuva (2022) performed a study on the aspect of the relationship between organizational culture and performance among Non-Governmental Organizations in Nairobi County, Kenya. Also, descriptive analysis methods were employed in the research project. The study established that, there is a significant influence of culture on the strategies, conduct and performance actions of employees within a company and for such activities to occur. The conclusions made were derived from questionnaires which were answered by three hundred participants originating from different non-governmental organizations. Descriptive and inferential statistics were applied in analyzing the data that led to formulation of these conclusions. Despite its significance in showing the moderating effect of organization culture, the gap in this study is that it was conducted among NGOs.

Thumbi, Bula, and Wanyoike (2020) looked at the ability of culture to act as a moderator between organizational learning and employee performance. Self-completion questionnaire was administered to 225 respondents from seventy-five distinct hospitality organizations in Kenya. To obtain information on the empirical models, multiple regression analysis was used. This research also supported the hypothesis indicating that in the process of the establishment of a culture within the organization, the performance / learning relationship is influenced by the characteristics of the firm.

2.3 Knowledge Gap

From the reviewed literature, the gaps identified include the conceptual, contextual, and methodological gaps respectively. In terms of the contextual gap, this study has observed that several studies have been done in different sectors such as training sector (Sørlie et al., 2022), IT companies (Nakayam, 2020), county governments (Mworia et al., 2021; Mwulu et al., 2023; Muthusi, 2020), banking industry (Yamoah, 2023; Kgoedi & Pillay, 2018), tourism industry (Katharina & Dewi, 2020), manufacturing industry (Muthumbi & Kamau, 2021). Moreover, the studies that had been done in state corporations had focused on other corporations rather than the NCPWD. Therefore, to fill this contextual gap, there is a need for this study to be carried out. In terms of the contextual gap, some of the studies reviewed had looked at the different concepts of job satisfaction in isolation. However, this study combined all the concepts together and assessed how they influence the performance of employees in the state corporations in Kenya.

Regarding the geographical gap, most of the studies reviewed had been done in different regions such as Norway, Japan, India, Indonesia, Nigeria, Ghana, South Africa, and Tanzania. On the other hand, the studies done in Kenya focused on other regions such as Isiolo County, HomaBay County and Machakos County among others. However, the geographical scope of this study was Nairobi County, Kenya.

Regarding the methodological gap, there were several areas of concerns that had been observed. First, some of the studies (Onuegbu, Waribugo, & Ijeoma, 2022) only relied on secondary data. Therefore, the information used was based on previous done studies. This study however also included primary data that was able to show the current situations being experience in organizations in terms of job satisfaction and performance. Moreover, it was

also observed that there were some studies that were purely qualitative study (Jaiswal et al., 2022; Kgoedi & Pillay, 2018). This means that they did not have statistical evidence. This study however utilized quantitative approaches of data collection and analysis. Hence, the findings, conclusions, and recommendations were based on the statistical results which are considered to be more reliable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter aimed to describe the research strategy and technique that was used in the study to investigate the impact that job satisfaction indicators on the performance of employees. The study design, the target population, the sample size and sampling procedures, the description of data collecting tools, the process for data collection, piloting, the description of data analysis, and issues pertaining to ethics were some of the major topics discussed in this chapter.

3.1 Research Design

It is an approach or roadmap adopted by a research in order to achieve its objectives and respond to its mission, aims and objectives (Poilt & Beck, 2004). In this research study, the research design that was adopted was descriptive survey research design. As described by Creswell and Creswell (2018), a descriptive study design calls for deliberate specification of what is involved in a population or phenomena without considering why is it the case. The design used enabled the study to capture the current status of the worker's job satisfaction levels or dissatisfaction in their current jobs as well as the resultant organisational performance. The design provides archival data that provides quantitative data on the interactions, directions, and patterns within the workforce by the use of survey and questionnaires form. It is justified by its ability to afford brief sneak peek into the variables of analysis, for further theoretical research or experimental experiments. It was useful in establishing the correlation between work-to-family balance, career progression,

employee compensation, and job self-direction for performance measures and making the right decisions to improve an organisation (Saunders et al., 2019).

3.1.1 Research Philosophy

Research philosophy is a set of beliefs, about the way in which data about a phenomenon should be gathered, analyzed and used. Thus, this study will be centered on the positivist research philosophy. Positivist research philosophy was suitable for this study because it emphasizes empirical, observable, and measurable data, which supports the study's objective of examining the relationship between job satisfaction indicators and employee performance using quantitative methods (Creswell & Creswell, 2018).

In line with the positivist approach, this study assumes that employee perceptions of job satisfaction indicators such as compensation, job autonomy, and work-life balance can be objectively measured through structured questionnaires. These indicators are treated as quantifiable variables that influence employee performance, allowing for the application of statistical tools to identify patterns and relationships.

Although social realities may be influenced by individual experiences, the positivist stance holds that such realities can be systematically studied when data are collected and analyzed using standardized, objective instruments. Accordingly, the researcher collected data from employees working with the National Council for Persons with Disabilities (NCPWD) in Nairobi County, focusing on how these quantifiable job satisfaction indicators relate to their level of performance.

3.2 The Target Population

Cox (2013) defines a study's target population as "the full set of objects for which the results of the research are meant to be utilized for drawing inferences." The employees of

the National Council of Persons with Disability (NCPWD) comprised the target population of this investigation. There are 94 employees in total. The target population of the survey consisted of this demographic. The unit of analysis was NCPWD whereas the unit of observation were the employees in the organization.

3.3 Sample Size and Sampling Techniques

In order to ascertain the variables or characteristics of the entire population, sampling is the process, procedure, or action of selecting an appropriate sample or an accurate representation of the population (Salant & Dillman, 2010). Considering that the population of this study is relatively small, census sampling method was used in selecting all the respondents to take part in the study. In social sciences research, the census sampling method is guided by the principle that it is appropriate when the study population is small, well-defined, and accessible, ensuring that every individual or unit within the population is included (Creswell & Creswell, 2018). This method is particularly suitable for studies where high precision is required, such as organizational research or studies involving unique or rare populations. Census sampling is also justified when the population's size is manageable, reducing the risk of sampling errors and increasing the validity and reliability of findings. Hence, this design was considered ideal and all the 94 employees were selected.

3.3 Research Instruments

Questionnaires were used for the purposes of collecting primary data in this investigation. Questionnaires are particularly advantageous for data acquisition due to the fact that respondents' responses are recorded as responses (Gill et al., 2008). The objective of this study was to examine the impact of employment satisfaction on employee performance.

The questionnaires comprised of close-ended questions. Additionally, Likert questions were also used. Except for the first section, which covered the respondents' background information, the questionnaire was organized in accordance with the study objectives.

3.5 Data Collection Procedure

The term data collection is used to describe the process of gathering information with the purpose of confirming or disproving a hypothesis. All necessary paperwork for data collection was gathered before going into the field. Research permits from NACOSTI, and a letter of introduction from the University was included. After obtaining the necessary paperwork, the researcher went to the NCPWD to engage administration. In order to ensure that the study sample was fully reached, the researcher explained the goal of the study and requested permission to conduct the survey. Once consent was granted, the researcher sent out the self-administered questionnaires. One week duration was allowed before collecting back the questionnaires in order to prepare them for analysis.

3.6 Piloting

A pilot study was conducted to ensure the accuracy of the tools used in this investigation. For the pilot study, only 10 participants were randomly selected representing 10% of the study's sample. In the light of this sampling for piloting, Mugenda and Mugenda (2013) considers a sample size of 10% as sufficient. These participants were obtained from the National Council for Children's Services (NCCS) within Nairobi County. They were given questionnaires to fill out. After they were done, the questionnaires were collected back and coded using the Statistical Package for Social Sciences version 26. The piloted data was utilized in checking the reliability and validity of the instruments.

3.6.1 Validity of Research Instruments

Validity is the extent to which evidence and theory support the interpretation of test results derived from the use of tests. The validity of an instrument refers to the degree to which it accurately measures the intended construct. Middleton (2023) defines validity as the precision and significance of conclusions derived from study findings. It is the extent to which the findings derived from data analysis accurately reflect the study's variables.

The researcher assessed the study instrument for content and face validity. The content-related method assessed the extent to which the question items corresponded to the designated regions addressed. The validation of the surveys was conducted using the following methods: The researcher solicited evaluations from research specialists and professionals to assess if the items on the instrument correctly reflected the variables being examined. Participants were requested to read, evaluate, provide suggestions, and provide feedback to the researcher.

Face validity pertains to the degree to which the researcher assesses the instrument's appropriateness. The researcher conferred with research professionals to ascertain the validity of the tools. Following the development of the questionnaires, the researcher evaluated the items in collaboration with research supervisors. The provided recommendations were included to authenticate the instruments.

3.6.2 Reliability of Research Instruments

The uniformity (or repeatability) of a measuring device across time is at the heart of the concept of reliability. Comparing how similarly individuals perform on the same measure at two time points (Nachmias & Nachmias, 2009). After coding piloted data, reliability was calculated using Cronbach's alpha. This is a metric for gauging the degree of group

cohesion within a given dataset. If the obtained value is between 0.6 and 0.9, as recommended by George and Mallery (2019), the surveys are regarded to be credible. However, if they are below 0.5, the researcher would be required to review the instruments and submit them back to the field in order to test the reliability. This would be done until the desired acceptable value of between 0.7 and 0.9 is achieved. Overall, the questionnaire had a Cronbach Alpha value of 0.906. Hence, they were considered reliable. The reliability results for all the study variables are as further illustrated in Table 3.1.

Table 3.1: Reliability Test Results

Variable	No. of Items	Cronbach Alpha Value	Decision
Job Autonomy	5	0.926	Acceptable
Employee Compensation	5	0.933	Acceptable
Career Development	5	0.764	Acceptable
Work-life Balance	5	0.797	Acceptable
Organization Culture	5	0.912	Acceptable
Employee Performance	5	0.848	Acceptable
Overall Reliability	34	0.906	Acceptable

3.7 Data Analysis and Presentation

Utilizing the Statistical Package for Social Sciences (SPSS) version 26, the data that was gathered via the use of the questionnaires was cleaned and coded into a digital format. It was recommended to use SPSS for the coding process since it assisted in the process of transforming the information into relevant data that could be employed in the process of analysis. Both descriptive and inferential statistical methods were used in the research project. Following the presentation of the descriptive statistics in the form of tables, figures, and pie charts, the data was summarized into frequencies and percentages. In addition, inferential statistics were carried out in order to determine the nature of the connection that exists between the indicators of job satisfaction and the performance of the employees. In

order to do the inferential analysis, a model of multiple linear regression was used. The model was as follows:

$$Y' = A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y is the dependent variable (Employee performance)

A: This is constant (value of Y' when others are constant)

β, coefficients,

X, denotes independent variables and

ε, is residual (error term).

Job Autonomy (X1), Employee Compensation (X2), Career Development (X3), and Work-Life Balance (X4) are the factors that were used to determine the job satisfaction. Employee performance, denoted by the letter Y', served as the response variable. A conclusion and some suggestions were drawn from the findings of the research, which was based on the information obtained from the analysis. On the other hand, the moderating model was given by:

$$Y' = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M_X_1 + \beta_6 M_X_2 + \beta_7 M_X_3 + \beta_8 M_X_4 + \varepsilon$$

Where variable:

Y = Employee Performance

X_1= Job Autonomy

X_2= Employee Compensation

X_3= Career Development

X_4= Work-Life Balance

M= Organization Culture (Moderator variable)

$\beta_1 - \beta_8$ = Coefficients

α = Constant term

M_X_1, M_X_2, M_X_3, M_X_4, = Interaction terms between job satisfaction indicators and organizational culture

ε = Error term

From the model, it needs to be noted that a positive and significant unstandardized coefficient for β_5 to β_8) shows that moderating variable has a statistically significant effect. Moreover, the model enabled the study to show the extent to which the moderating variable affected the effect of each job satisfaction indicator on the performance of employees at NCPWD.

3.8 Ethical Considerations

In this study, there are several ethical concerns that were adhered to. First, the study strictly adhered to ethical principal of anonymity. This is whereby the respondents were requested not to indicate their names in the data collection instruments. Moreover, during the data analysis and documentation, there were no contacts or real names of the respondents mentioned. The principal of confidentiality was also adhered to in the study. Only the necessary information needed for the study was obtained. The respondents were asked for their consent to engage in the study. Those who do not wish to be involved in responding to the questionnaires were not coerced. The researcher and his assistant also adhered to professionalism throughout the field process and the utilized information was duly acknowledged through proper referencing and citations respectively.

CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the results and discussion of the findings on the effects of job satisfaction on employee performance at the National Council of Persons with Disabilities. The findings are as obtained from the questionnaires that had been distributed to the employees of NCPWD and the data analyzed. The key sections of this chapter include response rate, background information, descriptive analysis results, and inferential analysis results respectively.

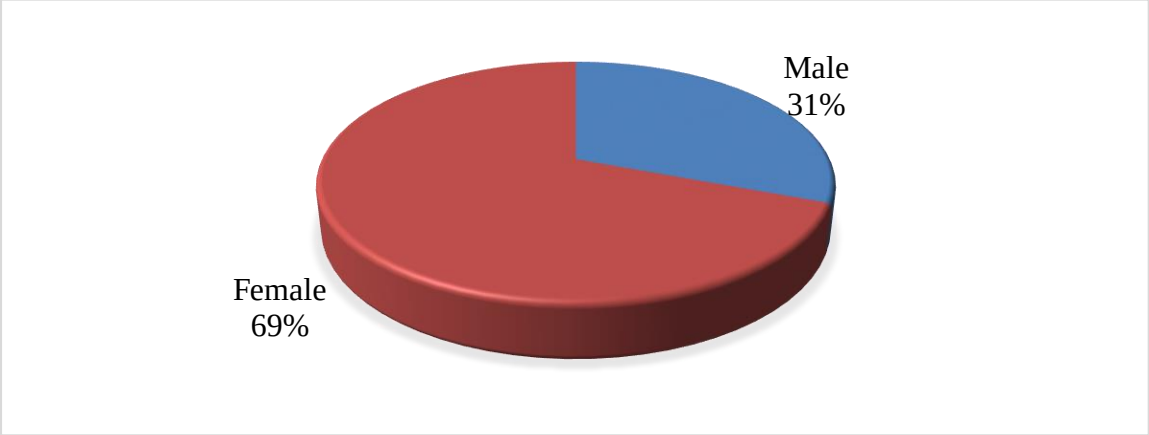
4.1 Response Rate

Out of the 94 respondents targeted, only 78 of them were able to respond to the questionnaires. the reason as to why 100% response rate was not achieved is because at the time of data collection, there are some of the employees who were on leave and others were out for field work. However, the response rate of 83% that was achieved in this study was considered to be reliable and sufficient for analysis.

4.2 Background Information

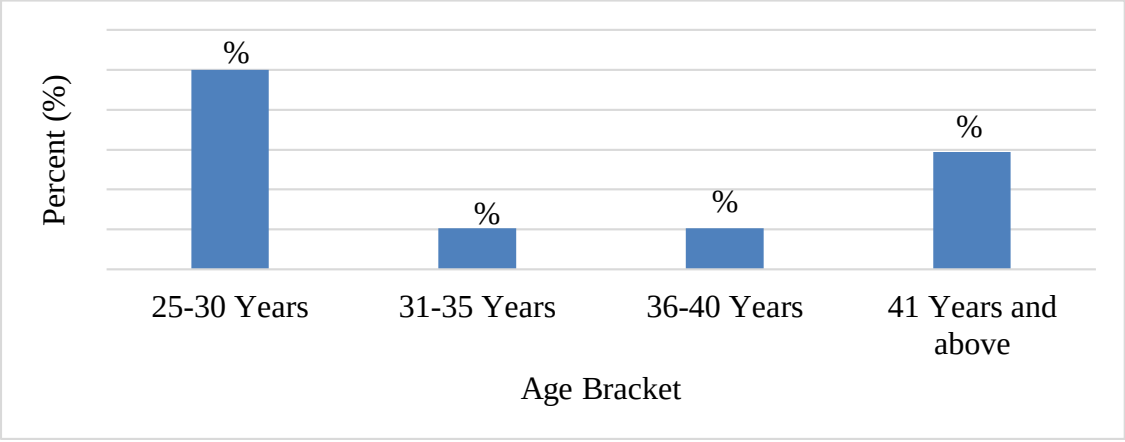
The respondents were asked to indicate their background information. This enabled the study to have a general overview of the employees who had participated in the study. The key background details that were captured in the study include gender, age bracket, education level, working experience, and the department in which the employees operated in. the responses are as captured in this section.

Figure 4.1: Gender



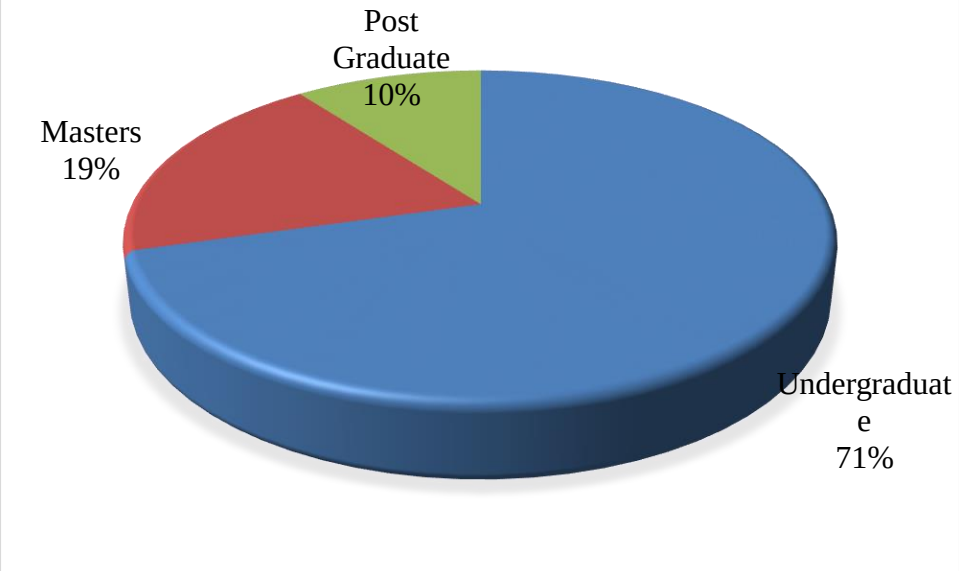
As shown in figure 4.1, most of the employees (69%) who participated in the study were female employees. The remaining 31% were male employees. This shows that within the NCPWD, there are more female employees as compared to the male employees. The finding implies that the National Council for Persons with Disabilities (NCPWD) has a female-dominated workforce, suggesting potential gender-related dynamics in recruitment, retention, or workplace culture. This may also influence organizational policies, communication styles, and program priorities, particularly in addressing gender-sensitive issues.

Figure 4.2: Age Bracket



Regarding age bracket, it was noted that 50% of the respondents were between 25-30 years of age followed by 29.5% who were above 41 years of age. The remaining 20.6% were between 31 years and 40 years of age. This shows that within the organization, both the young, middle and older generations are well represented. The implication of this finding is that the organization benefits from a diverse age demographic, which can enhance innovation, knowledge sharing, and adaptability within the workplace. A multigenerational workforce allows for a blend of fresh perspectives from younger employees and valuable experience from older staff, promoting balanced decision-making and mentorship opportunities (Zemke et al., 2000).

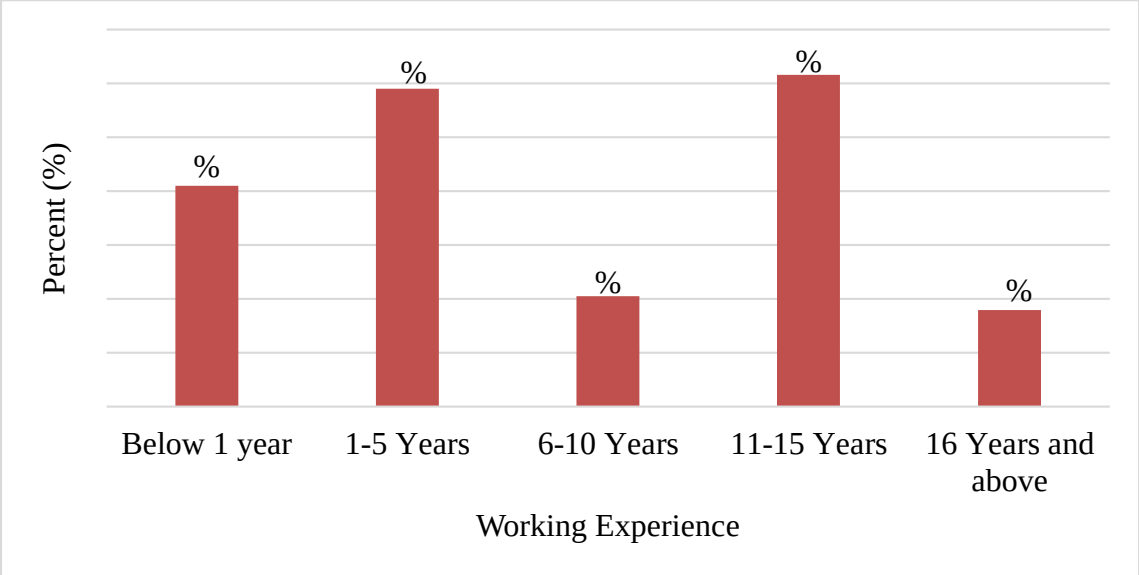
Figure 4.3: Education Level



In terms of the education level, it was observed that 71% of the respondents who took part in the study had a bachelor's degree. This was followed by 19% who had a master degree and the remaining 10% were post graduate degree holders. This implies that all the respondents who participated in the study had at least attained higher level education and thus were in a better position to comprehend and understand the concepts being examined

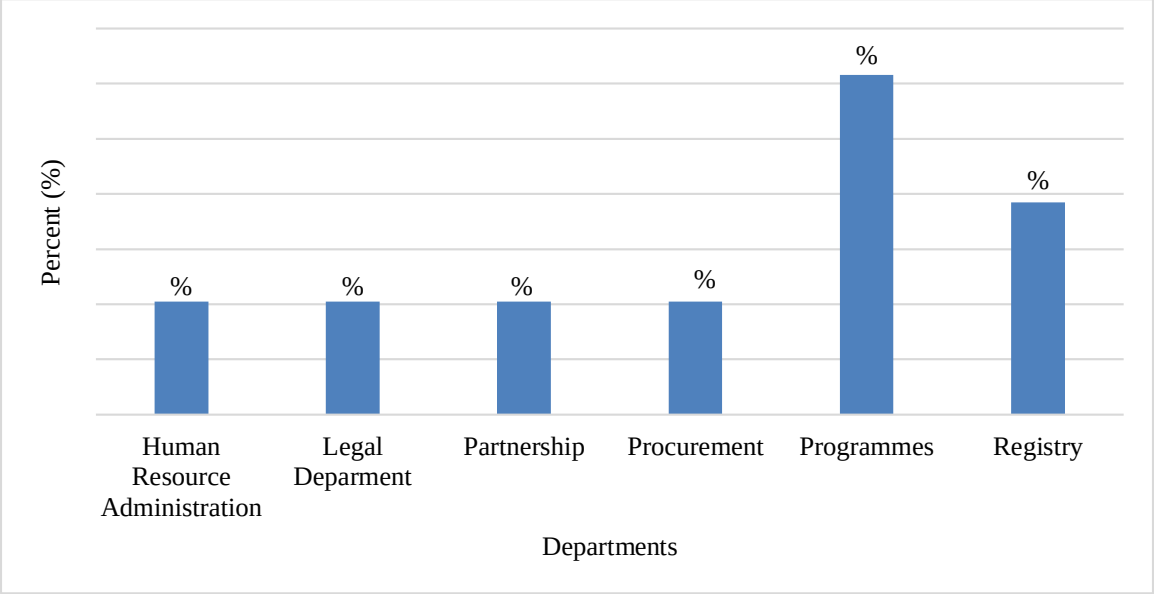
in the study. The implication of this finding is that the respondents possessed a relatively high level of education, which likely enhanced the credibility and reliability of the data collected, as they were more capable of understanding and accurately responding to the study's concepts and questions. Higher education levels among respondents are often associated with improved critical thinking and comprehension skills, which contribute to more informed and reflective survey responses (Miller & Salkind, 2002).

Figure 4.4: Working Experience



When asked to indicate the working experience, it was observed that 30.8% of the respondents had been in the organization for 11-15 years followed by 29.5% who had worked for 1-5 years and 20.5% below 1 year. A few (10.3%) had worked for 6-10 years whereas the remaining 9% had worked for 16 years and above. Overall, this finding shows that the respondents had been exposed to the operations of the organization and therefore they were equally fit to provide relevant information that could aid in understanding the effects of job satisfaction on employee performance at the National Council of Persons with Disabilities.

Figure 4.5: Department



Regarding the departments, it was noted that majority of the respondents who participated in the study were equally distributed across different departments in the organization such as Human Resource department, legal department, partnerships, and procurement respectively. However, slightly less than a third (30.8%) of the respondents were from the programmes department followed by 19.2% from the registry department. The implication of this finding is that the study achieved broad departmental representation, enhancing the generalizability and comprehensiveness of the findings across the National Council for Persons with Disabilities (NCPWD). Including respondents from various departments allows for a more holistic understanding of organizational dynamics, as it captures diverse perspectives and experiences within the institution (Creswell & Plano Clark, 2011).

4.3 Descriptive Analysis Results

During the analysis, descriptive statistics were extracted for the purposes of presenting the findings of the study. The descriptive statistics were presented using the means, standard

deviation and percentages. These descriptive statistics were presented using tables and in accordance to the stud objectives.

4.3.1 Descriptive Results for Job Autonomy

This study sought to examine the influence of job autonomy on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. For this objective to be answered, the respondents were given several statements with a five-point Likert scale to respond to. They were asked to indicate their extent of agreement or disagreement. The responses are as shown in Table 4.1.

Table 4.1: Descriptive Analysis Results for Job Autonomy

	Statement	SD	D	UD	A	SA	M	Std.
a.	Employees in the organization are given the opportunity to make decisions on various matters.		10.3%	19.2%	39.7%	30.8%	3.91	.955
b.	Duties are always delegated in the organization.		20.5%	-	38.5%	41.0%	4.00	1.12
c.	Most of the employees have minimal supervision in the organization while doing their work.	-	-	10.3%	48.7%	41.0%	4.31	.651
d.	Every employee in the organization is accountable of their duties and responsibilities.	10.3%	-	-	29.5%	60.2%	4.29	1.21
e.	Overall, job autonomy is fully exercised in the organization.	10.3%	-	9.0%	30.7%	50.0%	4.10	1.23
	Average Score						**4.12**	**1.033**

Key: SD- Strongly Disagree, D-Disagree, UD-Undecided, A-Agree, SA- Strongly Agree, M-Mean, Std.-Standard Deviation

When asked to indicate whether employees in the organization are given the opportunity to make decisions on various matters, 30.8% and 39.7% strongly agreed and agreed respectively. On the other hand, 19.2% were undecided whereas 10.3% disagreed. The statement had a mean score of 3.91 and standard deviation of 0.955. This means that

majority of the employees at NCPWD moderately agreed that the organization gave them the opportunity to make decisions on various matters.

Regarding delegation of duties, 41% of the respondents strongly agreed that duties are always delegated in the organization. This was further supported by 38.5% who agreed with the statement. On the other hand, 20.5% disagreed. The statement had a mean score of 4.00 and standard deviation of 1.12. This implies that within the NCPWD, majority of the employees agree that duties are delegated. However, there are a few employees who do not agree.

In terms of supervision, 41% and 48.7% of the respondents strongly agreed and agreed that most of the employees have minimal supervision in the organization while doing their work. A few (10.3%) however remained undecided. This statement had a mean score of 4.31 and standard deviation of 0.651. This implies that majority of the employees agreed that at NCPWD, there was minimal supervision of employees while doing their work.

Whereas 60.2% of the respondents strongly agreed that every employee in the organization is accountable of their duties and responsibilities, 10.3% strongly disagreed and 29.5% agreed. The statement was further supported with a mean score of 4.29 and standard deviation of 1.21. This implies that at NCPWD, employees are held accountable of their duties and responsibilities.

When asked to indicate whether job autonomy is fully exercised in the organization, 50% strongly agreed, 30.7% agreed, and 10.3% strongly disagreed. The remaining 9% were undecided. The statement was further supported by a mean score of 4.10 and standard

deviation of 1.23. This shows that majority of the employees at NCPWD were positive that job autonomy was being exercised fully in the organization.

Overall, the statements measuring job autonomy had an average mean score of 4.12 and standard deviation of 1.033. This implies that majority of the employees at NCPWD were in agreement with the statements. This also shows that within the organization, the employees are in agreement that there is delegation of duties, minimal supervision, and employees are engaged in decision making respectively. This finding aligns with previous studies that have established a positive relationship between job autonomy and employee performance and satisfaction. For instance, Hackman and Oldham's Job Characteristics Model identifies autonomy as a critical psychological state that enhances motivation and job performance (Hackman & Oldham, 1976). Similarly, Deci and Ryan (2000) emphasize in their Self-Determination Theory that autonomy is a fundamental human need that fosters intrinsic motivation and enhances job satisfaction and productivity. The agreement among NCPWD employees regarding delegation, decision-making involvement, and minimal supervision indicates an organizational culture that values empowerment and trust—factors that are often linked to increased innovation, commitment, and performance.

Comparable findings were reported in a study by Morgeson and Humphrey (2016), which found that employees with higher autonomy reported greater job satisfaction, lower turnover intentions, and improved performance outcomes. Moreover, research by Chinomona and Dhurup (2023) in the public sector of South Africa established that job autonomy significantly contributes to organizational commitment and work performance. These consistencies affirm the importance of granting employees' control over their tasks, promoting independence in decision-making, and reducing micromanagement. Therefore,

the high level of agreement among NCPWD employees regarding job autonomy supports existing literature and highlights the effectiveness of autonomy as a strategic human resource practice in public institutions.

4.3.2 Descriptive Results for Employee Compensation

This study further sought to assess the influence of employee compensation on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. In answering this objective, the respondents were provided with several statements on employee compensation and asked to indicate their extent of agreement or disagreement. The responses are as summarized in Table 4.2.

Table 4.2: Descriptive Analysis Results for Employee Compensation

	Statement	SD	D	UD	A	SA	M	Std.
a.	I am satisfied with the salary that I receive in the organization.	10.3%	29.5%	20.4%	29.5%	10.3%	3.00	1.20
b.	There are always bonuses given to the employees for the job done annually.	30.7%	10.3%	50.0%	-	9.0%	2.46	1.19
c.	Best performing employees in the organization are fully recognized and appreciated.	30.7%	10.3%	29.5%	29.5%	-	2.58	1.21
d.	The promotions are fairly done in the organization.	-	20.5%	50.0%	10.3%	19.2%	3.28	1.00
e.	Overall, the compensations provided in the organization are favorable.	10.3%	10.3%	60.2%	19.2%	-	2.88	.837
	Average Score						**2.84**	**1.089**

Key: SD- Strongly Disagree, D-Disagree, UD-Undecided, A-Agree, SA- Strongly Agree, M-Mean, Std.-Standard Deviation

Regarding satisfaction with salary, 39.8% of the respondents were negative by disagreeing and strongly disagreeing that they are satisfied with the salary received in the organization. A few (20.4%) were undecided whereas the remaining 39.8% were positive by agreeing and strongly agreeing. The statement had a mean score of 3.00 and standard deviation of

1.20. This shows that the employees were undecide as to whether the salary was satisfactory or not. This shows that there are those employees who consider the salary to be satisfactory whereas others do not see the salary received as satisfactory.

When asked to indicate whether there are always bonuses given to the employees for the job done annually, 30.7% strongly disagreed, 10.3% disagreed, and 9% agreed. On the other hand, half (50%) of the respondents were undecided. This percentage clearly illustrates that there are a majority of the respondents who are still in darkness in terms of bonuses being provided for the job done. Additionally, the statement had a mean score of 2.46 illustrating that most of the employees at NCPWD expressed that bonuses were not being provided to them for the work done annually.

In terms of recognition and appreciation, 30.7% and 10.3% strongly disagreed and disagreed respectively that best performing employees in the organization are fully recognized and appreciated. A few (29.5%) were undecided whereas the other 29.5% agreed. A mean score of 2.58 and standard deviation of 1.21 was further obtained. This shows that at NCPWD, the best performing employees are not being recognized or appreciated and this may demoralize their performance.

Regarding fairness in promotion, half (50%) of the respondents were undecided on the statement that the promotions are fairly done in the organization. Still on the same statement, 20.5% disagreed whereas 10.3% agreed and 19.2% strongly agreed. A mean score of 3.28 with a standard deviation of 1.00 was obtained. This shows that majority of the employees at NCPWD were moderate regarding fairness of organization's promotions. This could also express that there could loopholes or gaps in the fairness of the promotion systems in the organization.

Overall, the statements measuring employee compensation at NCPWD had an average mean score of 2.84 and standard deviation of 1.089. This implies that within the organization, majority of the employees moderately disagreed with the statements. This could further show in terms of employee compensation, there was a challenge being experienced in the organization in terms of monetary and non-monetary compensations. Notably, majority of the employees were not satisfied with the salary given, best performing employees were not being recognized or appreciated, and lacked awareness on whether bonuses were provided at the end of the year. This observation is consistent with several previous studies which have emphasized the critical role of fair and adequate compensation in enhancing employee motivation, satisfaction, and performance. For instance, Armstrong and Taylor (2014) argue that compensation is a fundamental component of the employment relationship and that dissatisfaction with pay structures often results in reduced morale, lower productivity, and increased turnover. Similarly, Milkovich, Newman, and Gerhart (2021) emphasize that employee performance is directly influenced by how valued employees feel through both financial rewards and recognition, noting that the absence of bonuses or appreciation mechanisms can significantly dampen employee engagement and commitment.

Moreover, a study by Njanja, Maina, and Kibet (2023) on the effect of reward on employee performance in Kenya found that organizations with inconsistent or inadequate compensation practices often struggled with employee dissatisfaction and low performance. The lack of clarity on whether bonuses are provided and the absence of recognition for best-performing employees at NCPWD mirrors findings by Kihara and Muturi (2016), who concluded that organizations in the public sector often face challenges

in aligning compensation strategies with employee expectations. These studies support the notion that compensation dissatisfaction, especially when it involves lack of transparency, recognition, and financial reward, can negatively impact not only morale but also the overall productivity of employees. The findings at NCPWD reflect a broader challenge in public sector compensation practices.

4.3.3 Descriptive Results for Career Development

This study sought to establish the influence of career development opportunities on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. In answering this objective, the respondents were provided with several statements on career development and asked to indicate their extent of agreement or disagreement (see Table 4.3).

Table 4.3: Descriptive Analysis Results for Career Development

	Statement	SD	D	UD	A	SA	M	Std.
a.	New employees joining the organization are always coached on how to perform and execute their duties.	-	10.3%	-	48.7%	41.0%	4.21	.888
b.	Mentorship programs are highly encouraged in the organization.	10.3%	10.3%	10.3%	28.2%	41.0%	3.79	1.35
c.	Training and development programs are readily available for the employees in our organization.	-	-	20.5%	29.5%	50.0%	4.29	.791
d.	We are given opportunities to seek further education so as to increase our knowledge and skills.	-	-	20.5%	30.8%	48.7%	4.28	.788
e.	The career development program in the organization is favorable to all employees.	-	10.3%	41.0%	19.2%	29.5%	3.68	1.01
	Average Score						**4.05**	**.965**

Key: SD- Strongly Disagree, D-Disagree, UD-Undecided, A-Agree, SA- Strongly Agree, M-Mean, Std.-Standard Deviation

Regarding coaching, 48.7% and 41% of the respondents agreed and strongly agreed that new employees joining the organization are always coached on how to perform and execute their duties. A few (10.3%) however disagreed. The statement had a mean score of 4.21 and standard deviation of 0.888. This shows that the majority of the employees agreed that coaching was being provided to new employees in order to enhance their performance and execution of duties.

When asked to indicate whether mentorship programs are highly encouraged in the organization, 10.3% strongly disagreed, 10.3% disagreed, 28.2% agreed and 41% strongly agreed. A few (10.3%) were however undecided. Additionally, the statement had a mean score of 3.79 illustrating that most of the employees at NCPWD moderately agreed with the statement highlighting that mentorship programs were being encourage in the organization.

In terms of training and development, 50% and 29.5% strongly agree and agreed respectively that training and development programs are readily available for the employees in the organization. A few (20.5%) were undecided. A mean score of 4.29 and standard deviation of 0.791 was further obtained. This shows that at NCPWD, most of the employees are agreed that training and development programs are readily available for the employees.

Regarding availability of opportunities for further education, 48.7% strongly agreed and 30.8% agreed that they are given opportunities to seek further education so as to increase their knowledge and skills. Still on the same statement, 20.5% were undecided. A mean score of 4.28 with a standard deviation of 0.788 was obtained. This shows that majority of

the employees at NCPWD agreed that there are opportunities available for them to seek further education so as to increase their knowledge and expertise.

Overall, the statements measuring career development at NCPWD had an average mean score of 4.05 and standard deviation of 1.01. This implies that within the organization, majority of the employees agreed with the statements. This shows that there is a positive environment for career development at NCPWD such as coaching, mentorship, and training and development which may encourage better performance among the employees. This aligns with previous studies that underscore the importance of career development in enhancing employee performance and job satisfaction. For instance, McCauley and Hezlett (2021) highlight that developmental practices such as coaching and mentoring are critical in building employee capabilities, fostering commitment, and enhancing overall performance. The availability of training and development programs, as reported at NCPWD, also resonates with the findings of Karia and Asaari (2016), who assert that continuous learning opportunities contribute significantly to the improvement of employee competencies and productivity.

Furthermore, a study by Cheruiyot and Maru (2024) conducted in Kenya found that organizations that actively support employee career growth tend to experience higher levels of engagement, innovation, and loyalty. This positive perception of career development at NCPWD may thus contribute to greater motivation among staff, improved retention, and enhanced organizational performance. Similarly, Ghosh et al. (2023) note that career development initiatives, particularly those involving mentorship and structured learning opportunities, are linked to higher levels of job satisfaction and a stronger sense of organizational commitment. Therefore, the favorable responses from employees at

NCPWD reflect a strategic investment in human capital that is consistent with best practices in human resource development and is likely to yield positive performance outcomes.

4.3.4 Descriptive Results for Work-life Balance

This study was also interested in determining how work-life balance influenced employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. In answering this objective, the respondents were provided with several statements measuring the work-life balance and asked to indicate their extent of agreement or disagreement. The descriptive results obtained for work-life balance are summarized in Table 4.4.

Table 4.4: Descriptive Analysis Results for Work-life Balance

	Statement	SD	D	UD	A	SA	M	Std.
a.	Work-schedules in the organization is flexible.	9.0%	10.3%	-	60.2%	20.5%	3.73	1.17
b.	There are wellness programs provided to all employees.	-	-	29.5%	20.5%	50.0%	4.21	.873
c.	The organization has family friendly policies that encourage a work-life balance.	-	9.0%	29.5%	41.0%	20.5%	3.73	.893
d.	There is a support system to cater for the employees needs such as medical care among others in the organization.	-	-	30.8%	-	69.2%	4.38	.929
e.	We are given paid time off in the organization.	-	-	20.5%	48.7%	30.8%	4.10	.713
	Average Score						**4.03**	**.916**

Key: SD- Strongly Disagree, D-Disagree, UD-Undecided, A-Agree, SA- Strongly Agree, M-Mean, Std.-Standard Deviation

Regarding work schedules, 60.2% and 20.5% of the respondents agreed and strongly agreed that work-schedules in the organization is flexible. A few (19.3%) however disagreed and strongly disagreed. The statement had a mean score of 3.73 and standard

deviation of 0.888. This shows that the majority of the employees moderately agreed that the work schedules were flexible at NCPWD.

When asked to indicate whether there are wellness programs provided to all employees, 20.5% agreed and 50% strongly agreed. A few (29.5%) were however undecided. Additionally, the statement had a mean score of 4.21 illustrating that most of the employees at NCPWD agreed that the employees were provided with wellness programs.

In terms of family friendly policies, 20.5% and 41% strongly agreed and agreed respectively that the organization has family friendly policies that encourage a work-life balance. A few (29.5%) were undecided whereas 9% disagreed. A mean score of 3.73 and standard deviation of 0.893 was further obtained. This shows that at NCPWD, most of the employees moderately agreed that the family policies available in the organization were friendly and encouraged work-life balance.

Regarding whether there is a support system to cater for the employees needs such as medical care among others in the organization, 69.2% strongly agreed and 30.8% were undecided. A mean score of 4.38 with a standard deviation of 0.929 was obtained. This shows that majority of the employees at NCPWD agreed that there is a support system to cater for the employees needs such as medical care among others in the organization.

In terms of paid time off, 48.7% of the respondents agreed and 30.8% strongly agreed that they are given paid time off in the organization. The remaining 20.5% were undecided. The statement was further supported with a mean score of 4.10 and standard deviation of 0.713 highlighting that most of the employees at NCPWD were positive with the statement.

Overall, the statements measuring work-life balance at NCPWD had an average mean score of 4.03 and standard deviation of 0.916. This implies that within the organization, majority of the employees agreed with the statements. This shows that there is a positive environment for work-life balance at NCPWD such as flexibility in working schedule, availability of wellness programs, and family friendly policies which in the long run support employee performance. This is in line with previous studies which have shown that supportive work-life balance policies—such as flexible working hours, wellness programs, and family-friendly initiatives—contribute significantly to employee well-being, job satisfaction, and improved performance. For instance, Greenhaus and Allen (2021) emphasize that organizations that promote work-life balance tend to experience higher levels of employee engagement and productivity, as reduced work-family conflict allows employees to function more effectively both at work and at home.

Moreover, a study by Muse, Harris, and Field (2018) found that flexible work arrangements are positively associated with job satisfaction and organizational commitment, especially when employees feel they have control over their schedules. Similarly, in the Kenyan context, Wambui et al. (2018) established that institutions that integrate work-life balance strategies experience enhanced employee morale, lower absenteeism, and higher retention rates. The presence of wellness programs and family-friendly policies at NCPWD reflects a proactive approach to employee welfare, which not only benefits individual staff members but also enhances the overall organizational performance. These findings support the broader argument that fostering a positive work-life balance environment is a strategic human resource practice that leads to sustainable productivity and long-term organizational success.

4.3.5 Descriptive Results for Organization Culture

This study was also interested in examining the concept of organizational culture which had been used in the study as a moderating variable. Several statements on the organizational culture were therefore provided and the respondents asked to indicate their extent of agreement or disagreement. The descriptive results for organization culture provided by the respondents are as presented in Table 4.5.

Table 4.5: Descriptive Analysis Results for Organization Culture

	Statement	SD	D	UD	A	SA	M	Std.
a.	The values of this organization are well understood and embraced by all employees.	-	10.3%	29.5%	39.7%	20.5%	3.71	.913
b.	There is a strong alignment between my personal values and the values of this organization.	-	-	29.5%	39.7%	30.8%	4.01	.781
c.	There is a culture of mutual respect and support among employees.	-	-	29.5%	50.0%	20.5%	3.91	.706
d.	The communication system adopted in the organization is effective in encouraging employee performance and satisfaction.	10.3%	10.3%	9.0%	19.2%	51.3%	3.91	1.40
e.	A teamwork culture is encouraged and practiced in the organization.	10.3%	10.3%	19.2%	39.7%	20.5%	3.50	1.22
	Average Score						**3.81**	**1.004**

Key: SD- Strongly Disagree, D-Disagree, UD-Undecided, A-Agree, SA- Strongly Agree, M-Mean, Std.-Standard Deviation

Regarding organization values, 39.7% and 20.5% of the respondents agreed and strongly agreed that the values of the organization are well understood and embraced by all employees. On the other hand, 29.5% were undecided whereas 10.3% disagreed. The

statement had a mean score of 3.71 and standard deviation of 0.913. This shows that the majority of the employees moderately agreed that with the statement.

When asked to indicate whether there is a strong alignment between personal values and the values of the organization, 39.7% agreed and 30.8% strongly agreed. A few (29.5%) were however undecided. Additionally, the statement had a mean score of 4.01 illustrating that most of the employees at NCPWD agreed that their personal values aligned with those of the organization.

In terms of culture, 20.5% and 50% strongly agreed and agreed respectively that there is a culture of mutual respect and support among employees. A few (29.5%) were undecided. A mean score of 3.91 and standard deviation of 0.706 was further obtained. This shows that at NCPWD, most of the employees moderately agreed that employees mutual respect and support each other.

Regarding whether the communication system adopted in the organization is effective in encouraging employee performance and satisfaction, 10.3% strongly disagreed, 10.3% disagreed, 9% were undecided, 19.2% agreed, and 51.3% strongly agreed. A mean score of 3.91 with a standard deviation of 1.40 was obtained. This shows that majority of the employees at NCPWD agreed that the communication system adopted in the organization is effective in encouraging employee performance and satisfaction.

The statement that a teamwork culture is encouraged and practiced in the organization, had a mean score of 3.50 and standard deviation of 1.22. This shows that within the NCPWD, majority of the employees moderately agreed with the statement. Overall, the statements measuring organization culture at NCPWD had an average mean score of 3.81 and standard

deviation of 1.004. This implies that within the organization, majority of the employees moderately agreed with the statements. It can further be expressed that the culture of the organization in terms of values and beliefs, communication, and teamwork are positive and support the overall performance of employees at NCPWD. This finding aligns well with existing literature, which highlights the critical role of organizational culture in shaping employee attitudes, behavior, and overall performance. According to Schein (2010), organizational culture—comprising shared values, beliefs, and practices—serves as a social glue that binds members of an organization together and influences how work is approached and completed. The moderate agreement among NCPWD staff suggests that while the foundational cultural elements such as communication, teamwork, and shared values are present, there may still be room for improvement in strengthening cultural alignment and employee engagement.

Additionally, Denison's (1990) model of organizational culture identifies four key traits—mission, involvement, adaptability, and consistency—as essential for driving high performance in organizations. The finding at NCPWD, particularly in areas like teamwork and communication, reflects traits of a positive and collaborative culture that can enhance trust, cooperation, and shared purpose among employees. Similarly, research by Ojo (2019) found a strong correlation between positive organizational culture and employee productivity in public sector institutions, emphasizing that when employees perceive the organizational values to be aligned with their own, it boosts their morale and performance. Therefore, the cultural environment at NCPWD, as reflected in the findings, resonates with broader scholarly perspectives that view organizational culture as a vital component in achieving sustainable employee performance and institutional effectiveness.

4.3.6 Descriptive Results for Employee Performance

The dependent variable of this study was employee performance. There are several statements that were provided for the employees to respond to with regards to how they performed at NCPWD. The descriptive results for employee performance are as shown in Table 4.6.

Table 4.6: Descriptive Analysis Results for Employee Performance

	Statement	SD	D	UD	A	SA	M	Std.
a.	I consistently meet or exceed expectations in delivering high-quality service.	-	-	10.3%	79.4%	10.3%	4.00	.456
b.	I feel committed to staying with the organization for the foreseeable future.	-	-	39.7%	50.0%	10.3%	3.71	.647
c.	I am able to complete assigned tasks within the required deadlines.	-	-	10.3%	69.2%	20.5%	4.10	.549
d.	The workload allows me to meet project timelines without compromising quality.	-	10.3%	10.3%	48.7%	30.7%	4.00	.912
e.	I feel confident in undertaking more responsibilities so as to improve the organization's performance.	-	-	10.3%	59.0%	30.7%	4.21	.611
	Average Score						**4.00**	**.635**

Key: SD- Strongly Disagree, D-Disagree, UD-Undecided, A-Agree, SA- Strongly Agree, M-Mean, Std.-Standard Deviation

Regarding the employee performance, it was noted that all the statements measuring the employee performance had an average mean score of 4.00 and standard deviation of 0.635. this highlights that majority of the respondents were positive and agreed with the statement. Notably, majority agreed that they consistently meet or exceed expectations in delivering high-quality service (M=4.00, Std.=0.456), are able to complete assigned tasks within the required deadlines (M=4.10, Std.=0.549), feel confident in undertaking more responsibilities so as to improve the organization's performance (M=4.21, Std.=0.611), and

the workload allowed them to meet project timelines without compromising quality (M=4.00, Std.=0.912). however, in terms of commitment to stay in the organization, the employees moderately agreed with the statement that they feel committed to staying with the organization for the foreseeable future (M=3.71, Std.=0.647).

4.4 Diagnostic Tests

Diagnostic tests were further conducted in this study. These tests play a crucial role in helping assess the validity, reliability, and suitability of data and models used in statistical analysis. These tests are particularly important in quantitative research, where assumptions underlying statistical techniques must be verified to ensure accurate and meaningful results (Gujarati & Porter, 2009). Additionally, diagnostic tests help researchers identify outliers, data entry errors, or structural breaks that could compromise the integrity of the findings. By conducting these tests, the study is able to make necessary adjustments or choose alternative analytical methods, thereby enhancing the credibility and robustness of their research outcomes (Kline, 2016). The diagnostic tests that were examined in this study included normality test, autocorrelation, multicollinearity, and heteroscedasticity.

4.4.1 Normality Test

Normality test was performed and significant insights computed. The concept of ordinariness is crucial to insights; therefore, it examines if the information is usual or out of the ordinary. For information to be normal, it should have the shape of a bend curve or Gaussian dispersion, with values dropping down in a precise pattern as they increase or decrease from the mean. Affiliations were examined using multiple regression models, with a significance level of 0.05 (that is, P 0.05) as indicated by Cooper and Schindler (2014). The Kolmogorov-Smirnov and Shapiro-Wilk tests were observed in the Normality

Tests. Notably, Kolmogorov-Smirnov test is commonly used for large data sets whereas Shapiro-Wilk test is used for small to medium-sized datasets. It examined the null hypothesis that the data is from a normal distribution. The data is presumed to be regularly distributed if the p-value produced from the test is greater than the set significance threshold (typically 0.05). The result for the normality test is presented in Table 4.7.

Table 4.7: Normality Test Results

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	**Df**	**Sig.**	**Statistic**	**Df**	**Sig.**
Job Autonomy	.220	78	.079	.789	78	.224
Compensation	.140	78	.200*	.908	78	.217
Career Development	.163	78	.132	.888	78	.581
Work-life Balance	.211	78	.200*	.904	78	.326
Organization Culture	.188	78	.208	.893	78	.273
Employee Performance	.203	78	.200*	.907	78	.432

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

As reported in Table 4.7, the significance value for all the job satisfaction indicators was greater than 0.05. Therefore, the alternative hypothesis was rejected and concluded that the data comes from a normal distribution.

4.4.2 Autocorrelation

In testing the autocorrelation, this study used the Durbin-Watson test. This is a common way to check for autocorrelation in regression residuals. This test produces a statistic (Durbin-Watson statistic) that ranges from 0 to 4, where values closer to 2 indicate less autocorrelation, while values closer to 0 or 4 suggest positive or negative autocorrelation, respectively.

Table 4.8: Durbin-Watson Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.574a	.329	.293	2.16667	2.471

a. Predictors: (Constant), Work-life Balance, Compensation, Career Development, Job Autonomy
b. Dependent Variable: Employee Performance

The Durbin-Watson results obtained was 2.471. It was therefore concluded that the data was free from autocorrelation.

4.4.3 Multicollinearity

As indicated by Daoud (2017), multicollinearity is a statistical phenomenon that occurs when two or more independent variables in a regression analysis are highly correlated with each other. In testing for multicollinearity, the researcher used the variance inflation factors (VIF). The rule of thumb is that VIF values exceeding 5.0 or 10.0 indicate a significant degree of multicollinearity, suggesting that the independent variables are highly correlated.

Table 4.9: Multicollinearity Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Autonomy	.512	3.217
	Compensation	.889	2.047
	Career Development	.725	2.355
	Work-life Balance	.624	4.473

a. Dependent Variable: Employee Performance

From the VIF values, it was noted that the highest was 4 and the lowest was 2 whereas all the tolerance values were high. The Variance Inflation Factor (VIF) values indicate that all the independent variables in the model exhibited moderate multicollinearity, but none exceed the commonly accepted threshold of 5. This suggests that while there is some

degree of correlation among the predictor variables, it is not severe enough to significantly distort the regression estimates or compromise the reliability of the model. According to the rule of thumb, VIF values below 5 are generally considered acceptable, implying that multicollinearity was not a serious concern this case, and the regression coefficients can be interpreted with reasonable confidence (Gujarati & Porter, 2009).

4.4.4 Heteroscedasticity

Heteroscedasticity was further tested in this study. For this test, the Breusch-Pagan test was used. The Breusch-Pagan test assesses whether the variance of the residuals is related to the independent variables. Hayes (2020) reported that the variance of the data must be the same throughout the data set. This is known as homogeneity of variance, and the opposite condition is known as heteroscedasticity. Heteroscedasticity occurs when the variance of the subpopulations of the response variable are not constant, that is, they diverge or converge. The results of heteroscedasticity results are shown in Table 4.10.

Table 4.10: Heteroscedasticity Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2467.037	4	616.759	38.084	.086b
	Residual	1182.226	73	16.195		
	Total	3649.263	77			

a. Dependent Variable: res_squared
b. Predictors: (Constant), Work-life Balance, Compensation, Career Development, Job Autonomy

As presented in the Significance column in Table 4.10, the p value obtained was 0.086. This is greater than the standard p value of 0.05. Therefore, the study failed to reject the null hypothesis. It was concluded that there was no sufficient evidence to say that heteroscedasticity was present in the regression model.

4.5 Inferential Analysis Results

Inferential analysis was further conducted in order to establish the relationship between the study variables. For the inferential analysis, both the correlation and multiple linear regression models were used. This also included a moderating regression analysis to show the moderating effect of organization culture on job satisfaction and employee performance at NCPWD in Nairobi County, Kenya.

4.5.1 Correlation Analysis

Correlation analysis was conducted in order to establish the strength of association between the study variables. It further enabled the study to see whether a change in one variable related to a change in the dependent variable. For the correlation analysis, Pearson correlation was used to assess the variable strengths in terms of association. The result is shown in Table 4.11.

Table 4.11: Correlation Analysis Results

		Job Autonomy	Compensation	Career Development	Work-life Balance	Employee Performance
Job Autonomy	Pearson Correlation	1				
	Sig. (2-tailed)					
Compensation	Pearson Correlation	.541**	1			
	Sig. (2-tailed)	.000				
Career Development	Pearson Correlation	.662**	.472**	1		
	Sig. (2-tailed)	.000	.000			
Work-life Balance	Pearson Correlation	.805**	.218	.682**	1	
	Sig. (2-tailed)	.000	.055	.000		
Employee Performance	Pearson Correlation	.861**	.306**	.291	.932**	1
	Sig. (2-tailed)	.020	.006	.012	.010	
	N	78	78	78	78	78

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 4.11, job autonomy and employee performance had a positive and significant Pearson correlation ($r=0.861$, $p=.020<0.05$). This implies that an increase in job autonomy contributed to an increase in employee performance. It was also observed that

compensation (r=.306, p=0.006), career development (r=.291, p=0.012), and work-life balance (r=.932, p=0.010) had a positive and significant correlation with employee performance at NCPWD. This shows that an increase in the indicators of job satisfaction contributed to an increase in employee performance. The findings of the correlation analysis align with existing literature on the relationship between these factors and employee performance. Previous studies have consistently found that job autonomy is strongly linked to higher levels of employee motivation and performance. For instance, Morgeson and Humphrey (2016) noted that greater autonomy in decision-making and task delegation improves job satisfaction and organizational commitment, leading to enhanced performance.

Similarly, the significant positive correlation between compensation and employee performance is well-supported by research, such as Milkovich, Newman, and Gerhart (2021), who argue that fair compensation is crucial for motivating employees to perform at their best. Career development opportunities also play a critical role in boosting employee performance, as supported by studies like those of Ghosh et al. (2023), which highlight the positive impact of mentorship and training on job satisfaction and productivity.

The significant correlation between work-life balance and employee performance reflects findings by Greenhaus and Allen (2021), who emphasized that work-life balance reduces stress and enhances overall performance. These findings at NCPWD reinforce the broader body of literature that suggests a holistic approach to job satisfaction, where various factors such as autonomy, compensation, career development, and work-life balance collectively contribute to improved performance.

4.5.2 Multiple Linear Regression Analysis

To further assess the relationship between the study variables, a multiple linear regression analysis was conducted. The results obtained were presented using the Model summary, Analysis of Variance (ANOVA), and coefficient tables respectively. The results are as further presented in this section.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574[a]	.329	.293	2.16667

a. Predictors: (Constant), Work-life Balance, Compensation, Career Development, Job Autonomy

As shown in the model summary table, R^2 is 0.329 whereas the adjusted R^2 is 0.293. This shows that the components of the job satisfaction explained 32.9% of employee performance at NCPWD. The remaining residue of 67.1% could be explained the error term or other variables which were outside the scope of this study.

Table 4.13: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	168.291	4	42.073	8.962	.000[b]
	Residual	342.696	73	4.694		
	Total	510.987	77			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work-life Balance, Compensation, Career Development, Job Autonomy

As demonstrated in Table 4.13 of ANOVA, there is a positive and significant relationship between job satisfaction and employee performance ($F = 8.962$, $p=0.000< 0.05$). This confirms that job satisfaction indicators predict employee performance. Therefore, the null hypothesis is rejected and the alternative accepted concluding that there is a statistically significant relationship between job satisfaction and employee performance at NCPWD, Kenya. Previous studies have consistently found that job satisfaction is a strong predictor

of employee performance across various sectors. For instance, Locke (1976) in his seminal work on job satisfaction highlighted that satisfied employees are more motivated, committed, and productive, as their positive emotional state translates into higher levels of effort and engagement in their work. Similarly, research by Judge, Thoresen, Bono, and Patton (2021) in their meta-analysis revealed that job satisfaction is consistently related to job performance, with job satisfaction serving as both a motivator and a consequence of high performance.

Furthermore, studies in the Kenyan context, such as Wambui et al. (2018), found that in public sector organizations, job satisfaction significantly influenced employee behavior, contributing to higher levels of performance. The positive relationship observed in the current study at NCPWD confirms the importance of job satisfaction indicators in predicting employee outcomes, a view also supported by Herzberg's Motivation-Hygiene Theory (1959), which posits that factors such as achievement, recognition, and the nature of work are intrinsic motivators that directly influence performance. The rejection of the null hypothesis and the acceptance of the alternative hypothesis in this study suggests that enhancing job satisfaction through better working conditions, recognition, and growth opportunities will likely lead to improved employee performance, consistent with broader theoretical and empirical findings in organizational behavior research.

Table 4.14: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.729	1.632		11.478	.000
	Job Autonomy	.394	.116	.710	3.410	.001
	Compensation	.413	.072	.782	5.702	.000
	Career Development	.407	.107	.561	3.812	.000
	Work-life Balance	.585	.149	.793	3.912	.000

a. Dependent Variable: Employee Performance

Job autonomy and employee performance at NCPWD had a positive and significant coefficients (β= 0.394, p=.001<0.05). As a result, this study rejects the null hypothesis and concludes that there is a statistically significant relationship between job autonomy and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. This shows that a unit increase in job autonomy while holding all other factors constant leads to an increase in employee performance at NCPWD by 0.394 units.

Compensation and employee performance at NCWPD had a positive and significant coefficients (β= 0.413, p=.000<0.05). This study rejected the null hypothesis and concluded that there is a statistically significant relationship between employee compensation and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. This further implies that a unit increase in compensation leads to an increase in employee performance by 0.413 units.

Career development and employee performance at NCPWD had a positive and significant coefficients (β= 0.407, p=.000<0.05). This study rejected the null hypothesis and concluded that there is a statistically significant relationship between career development opportunities and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. This shows that a unit increase in career

development opportunities while holding all other factors constant leads to an increase in employee performance at NCPWD by 0.407 units.

Work-life balance and employee performance at NCPWD had a positive and significant coefficients (β= 0.585, p=.000<0.05). This study rejected the null hypothesis and concluded that there is a statistically significant relationship between work-life balance and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. This shows that a unit increase in work-life balance while holding all other factors constant leads to an increase in employee performance at NCPWD by 0.585 units. From overall linear regression analysis, the model that was adopted in establishing the relationship was thus summarized as follows;

Employee performance = $18.729+0.394X_1+0.413X_2+0.407X_3+0.585X_4$.....i

Whereby:

X_1= Job Autonomy,

X_2= Employee Compensation,

X_3=Career Development Opportunities,

X_4 = Work-life Balance

4.5.3 Moderated Regression Analysis Results

A further regression analysis was done in order to assess the moderating effect of organizational culture on the performance of employees at NCPWD. The result of the regression analysis for the moderating variable was presented in this section using the moderated model summary, ANOVA, and coefficient tables respectively.

Table 4.15: Moderating Effect of Organizational Culture on the Relationship between Job Satisfaction and Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896[a]	.803	.780	1.20775

a. Predictors: (Constant), M_X4, Career Development, Compensation, Work-life Balance, M_X2, M_X3, Job Autonomy, M_X1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	410.340	8	51.292	35.164	.000[b]
	Residual	100.647	69	1.459		
	Total	510.987	77			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), M_X4, Career Development, Compensation, Work-life Balance, M_X2, M_X3, Job Autonomy, M_X1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.434	1.371		14.909	.000
	Job Autonomy	.475	.140	.856	3.395	.001
	Compensation	.178	.062	.337	2.875	.005
	Career Development	1.179	.094	1.623	12.495	.000
	Work-life Balance	1.659	.163	2.250	10.190	.000
	M_X1	8.063	.721	4.209	11.189	.000
	M_X2	4.541	.459	1.628	9.899	.000
	M_X3	.184	.466	.069	.396	.046
	M_X4	8.839	.895	3.600	9.878	.000

a. Dependent Variable: Employee Performance

Table 4.15 shows R-square value of 0.803 when job satisfaction is combined with the organization culture to explain employee performance. This implies that 80.3% of variations in employee performance at NCPWD is contributed by job satisfaction indicators and organization culture (interaction term). Moreover, the R square increased from 32.9% to 80.3% with inclusion of the moderating variable (organization culture). This implies that organization culture increases the explanatory power of job satisfaction in predicting the performance of employees at NCPWD, Kenya.

The F-statistic was 35.614, and the p-value was 0.000, implying that the regression model for the moderating variable was statistically significant. As a result, t-statistics and p-values might be used to properly assess the importance of moderating model coefficients. It can therefore be concluded that organizational culture significantly moderated the relationship between job satisfaction components and employee performance at NCPWD.

Individually, after moderation, the variable that had the strongest effect on employee performance was work-life balance, followed by job autonomy, compensation, and lastly career development programs respectively. The model for the moderating relationship can be presented and summarized as follows:

Employee Performance = $20.434+.475X_1+.178X_2+1.179X_3+1.659X_4+8.063M_X_1+ 4.541M_X_2 +.184M_ X_3+ 8.839M_X_4$……..ii

Employee performance = $20.434+8.538X_1+4.719X_2+1.363X_3+10.498X_4$……iii

Whereby:

X_1= Job Autonomy, X_2= Employee Compensation, X_3=Career Development Opportunities, X_4 = Work-life Balance

M= Organization Culture

M_X_1= (Organization Culture x Job Autonomy)

M_X_2= (Organization Culture x Employee compensation)

M_X_3= (Organization Culture x Career Development opportunities)

M_X_4= (Organization Culture x Work-life Balance)

The finding that organizational culture significantly moderated the relationship between job satisfaction indicators and employee performance at the National Council of Persons with Disabilities (NCPWD) aligns with recent studies emphasizing the critical role of

organizational culture in influencing employee outcomes. Organizational culture, defined as the shared values, beliefs, and practices within an organization, has been shown to not only directly impact employee behavior but also to interact with other factors, such as job satisfaction, to influence performance. For instance, a study by Zhang et al. (2022) in China found that organizational culture significantly moderated the relationship between job satisfaction and employee performance, with cultures that emphasized collaboration and shared values leading to stronger positive relationships between job satisfaction and performance outcomes.

Similarly, in a study conducted by Okoth and Nyongesa (2021) in Kenyan public sector organizations, it was found that a supportive organizational culture amplified the positive impact of job satisfaction on employee performance, particularly when the culture was aligned with employees' personal values. This reflects the findings at NCPWD, where a positive organizational culture, marked by mutual respect, communication, and alignment of values, is likely to have fostered an environment in which job satisfaction directly translated into enhanced employee performance.

Furthermore, a study by Njoroge and Ngenya (2023) highlighted that a strong organizational culture in government institutions in Kenya enhanced employee commitment and performance by strengthening the link between job satisfaction factors, such as recognition and work conditions, and actual work output. The moderation effect of organizational culture in the current study suggests that, at NCPWD, the positive cultural environment was critical in shaping how job satisfaction elements, such as compensation, career development, and work-life balance, influenced employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the study's findings, conclusions, and suggestions on job satisfaction and employee performance at NCPWD, Kenya. The conclusions and recommendations are based on the findings made in the data analysis.

5.1 Summary of the Findings

From the field work, this study managed to get a response rate of 83% which was considered to be reliable for the study. Moreover, this percentage represented 78 employees out of the 98 that were targeted and sampled from NCPWD. From this response rate, most of the employees who participated in the study were female employees, were above 31 years of age, a bachelor's degree and above, and had been working in the organization for more than 5 years. Additionally, majority of the respondents who participated in the study were equally distributed across different departments in the organization such as Human Resource department, legal department, partnerships, and procurement respectively. A few came from the programmes department followed by registry department. The findings are further summarized according to the study objectives;

5.1.1 Job Autonomy

Majority of the employees at NCPWD moderately agreed that the organization gave them the opportunity to make decisions on various matters. Regarding delegation of duties within the NCPWD, majority of the employees agree that duties are delegated. However, there are a few employees who do not agree. In terms of supervision, majority of the

employees agreed that at NCPWD, there was minimal supervision of employees while doing their work.

Whereas a good proportion of the employees strongly agreed that every employee in the organization is accountable of their duties and responsibilities, a few strongly disagreed. This implies that at NCPWD, employees are held accountable of their duties and responsibilities. When asked to indicate whether job autonomy is fully exercised in the organization, majority of the employees at NCPWD were positive by agreeing. Job autonomy and employee performance were found to have a positive and significant Pearson correlation. It was further established that there was a statistically significant relationship between job autonomy and employee performance at NCPWD.

5.1.2 Employee Compensation

Regarding satisfaction with salary, majority of the employees were undecide as to whether the salary was satisfactory or not. This shows that within the organization, there are those employees who consider the salary to be satisfactory whereas others do not see the salary received as satisfactory.

In terms of whether there are always bonuses given to the employees for the job done annually, majority disagreed and half were undecided. This illustrates that there are a majority of the respondents who are still in darkness in terms of bonuses being provided for the job done. Additionally, the statement had a mean score of two point four six illustrating that most of the employees at NCPWD expressed that bonuses were not being provided to them for the work done annually.

In terms of recognition and appreciation, it was noted that at NCPWD, the best performing employees are not being recognized or appreciated and this may demoralize their

performance. Regarding fairness in promotion, half of the respondents were undecided. Still on the same statement, a few disagreed. This shows that majority of the employees at NCPWD were moderate in terms of whether promotions are fairly done in the organization. This could also express that there could loopholes or gaps in the fairness of the promotion systems in the organization. Employee compensation was found to have a positive and significant Pearson correlation. The study further established that there was a statistically significant relationship between employee compensation and employee performance at NCPWD. The differences confirm that despite the compensation having a significant effect on performance, the employees are not satisfied with how it is done within NCPWD and hence a recommendation for improvement so as to realize its full effect on the performance.

5.1.3 Career Development Opportunities

Regarding coaching, majority of the employees agreed that coaching was being provided to new employees in order to enhance their performance and execution of duties. Most of the employees at NCPWD moderately agreed with the statement that mentorship programs are highly encouraged in the organization. In terms of training and development, majority agreed that training and development programs are readily available for the employees in the organization. A few were undecided.

Regarding availability of opportunities for further education, majority agreed that they are given opportunities to seek further education so as to increase their knowledge and skills. Still on the same statement, a few were undecided. The study established that career development had a positive and significant Pearson correlation. It was further established that there was a statistically significant relationship between career development opportunities and employee performance at NCPWD.

5.1.4 Work-life Balance

Regarding work schedules, majority of the employees moderately agreed that the work schedules were flexible at NCPWD. When asked to indicate whether there are wellness programs provided to all employees, majority agreed and a few were undecided. In terms of family friendly policies, most of the employees moderately agreed that the family policies available in the organization were friendly and encouraged work-life balance.

Regarding whether there is a support system to cater for the employees needs such as medical care among others in the organization, majority of the employees at NCPWD agreed that there is a support system to cater for the employees needs such as medical care among others in the organization. In terms of paid time off, majority of the respondents were positive by agreeing that they are given paid time off in the organization. Work-life balance had a positive and significant Pearson correlation. The null hypothesis was further rejected and the alternative accepted showing that work-life balance had a positive and significant relationship with employee performance at NCPWD.

5.1.5 Organization Culture

Regarding organization values, majority of the respondents agreed and strongly agreed that the values of the organization are well understood and embraced by all employees. Most of the employees at NCPWD agreed that their personal values aligned with those of the organization. In terms of culture, most of the employees moderately agreed that respectively that there is a culture of mutual respect and support among employees.

Regarding whether the communication system adopted in the organization is effective in encouraging employee performance and satisfaction, majority of the employees at NCPWD agreed that the communication system adopted in the organization is effective in

encouraging employee performance and satisfaction. Within the NCPWD, majority of the employees moderately agreed with the statement. Overall, majority of the employees moderately agreed with the statements measuring organization culture. It can further be expressed that the culture of the organization in terms of values and beliefs, communication, and teamwork are positive and support the overall performance of employees at NCPWD. The organization culture was found to have a significant and moderating effect on the relationship between job satisfaction and employee performance at NCPWD. After moderation, the variable that had the strongest effect on employee performance waws work-life balance, followed by job autonomy, compensation, and lastly career development programs respectively.

5.1.6 Employee Performance

Majority of the respondents were positive and agreed with the statement. Notably, majority agreed that they consistently meet or exceed expectations in delivering high-quality service, are able to complete assigned tasks within the required deadlines, feel confident in undertaking more responsibilities so as to improve the organization's performance, and the workload allowed them to meet project timelines without compromising quality. however, in terms of commitment to stay in the organization, the employees moderately agreed with the statement that they feel committed to staying with the organization for the foreseeable future.

5.2 Conclusions

There are several conclusions that are made in this study. First, this study sought to examine the influence of job autonomy on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. From the findings, it was established that job

autonomy such as employee being engaged in decision making, delegation of duties and responsibility, and having minimal supervision at the place of work significantly contributed to the performance of employees at NCPWD. Hence, this study made the statistical conclusion that there was a statistically significant effect of job autonomy on employee performance at NCPWD in Nairobi County, Kenya.

This study further assessed the influence of employee compensation on employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. This study observed that employee compensation had a statistically significant effect on employee performance at NCPWD, Kenya. However, despite the significant effect, the employees were not fully satisfied with their salaries, there were no bonuses given to employees for the job done annually, best performing employees were rarely being recognized or appreciated, and there was uncertainty on the fairness of the promotions being done in the organization. This mixed satisfaction further confirms that within NCPWD, the compensation packages may not be friendly and meeting the needs of employees adequately hence the need for it to be reviewed and addressed.

In examining the influence of career development opportunities on employee performance, this study concluded that at NCPWD, career development had a statistically significant relationship with the performance of employees. Notably, the new employees were provided with coaching so as to improve their performance, mentorship programs were available as well as the training and development programs. The employees were given opportunities to seek further education.

This study further established that work-life balance had a statistically significant influence on employee performance at the National Council of Persons with Disabilities in Nairobi

County, Kenya. It was observed that the work schedules were flexible, employees have wellness programs, and there is a support system to cater for the employees needs such as medical care among others in the organization.

Regarding the organization culture, this study noted that organizational culture had a significant moderating effect on the relationship between job satisfaction indicators and employee performance at the National Council of Persons with Disabilities in Nairobi County, Kenya. The employees have clearly understood the values of the organization, there is mutual respect, and there is a strong alignment between my personal values and those of the organization. Before moderation, work-life balance had the highest effect on performance followed by compensation, career development, and lastly job autonomy. However, this slightly changed with the moderating variable introduced whereby work-life balance remained the variable with the strongest effect followed by job autonomy, compensation, and lastly career development programs.

5.3 Recommendations of the Study

Based on the conclusion that job autonomy significantly influences employee performance at the National Council of Persons with Disabilities (NCPWD) in Nairobi County, Kenya, it is recommended that the organization enhances employee involvement in decision-making processes to foster a sense of ownership and accountability. Additionally, management should increase the delegation of duties and responsibilities to empower employees and promote skill development. Reducing excessive supervision while providing clear expectations and support can further motivate staff and encourage innovation. To sustain and improve performance, NCPWD should institutionalize policies

that promote autonomy while ensuring alignment with organizational goals and accountability structures.

In light of the findings that employee compensation significantly influences performance at NCPWD, it is recommended that the organization reviews and enhances its compensation structures to better meet employee expectations and boost morale. Specifically, NCPWD should consider implementing fair and competitive salary adjustments, introducing performance-based bonuses, and establishing clear and transparent recognition programs to reward outstanding employees. Additionally, the organization should put in place a well-structured and equitable promotion policy that ensures fairness and meritocracy, thereby fostering trust, motivation, and improved employee performance across the board.

Based on the conclusion that career development opportunities have a statistically significant relationship with employee performance at NCPWD, it is recommended that the organization continues to strengthen and expand its career development initiatives. This includes enhancing coaching and mentorship programs to ensure they are well-structured, goal-oriented, and accessible to all employees. Additionally, NCPWD should invest in regular and relevant training programs aligned with emerging industry trends and employee roles. The organization should also create more opportunities and support mechanisms for employees to pursue further education, such as study leave, scholarships, or tuition reimbursement, to foster continuous learning and improved performance.

Based on the conclusion that work-life balance significantly influences employee performance, it is recommended that the organization continues to promote and strengthen flexible work arrangements to accommodate diverse employee needs and enhance

productivity. Efforts should also be made to expand wellness programs to include mental health support, stress management workshops, and recreational activities that foster holistic well-being. Additionally, the organization should regularly assess the effectiveness of its support systems—such as medical care and leave policies—to ensure they remain responsive to the evolving needs of employees and contribute positively to their overall performance and job satisfaction.

Regarding the conclusion that organizational culture significantly moderates the relationship between job satisfaction indicators and employee performance, NCPWD should continue fostering a positive and inclusive organizational culture by reinforcing its core values and ensuring they are consistently communicated and practiced across all levels. Leadership should model these values to build trust and mutual respect among employees, while creating platforms for open communication and employee feedback. Furthermore, aligning organizational goals with employees' personal values through participatory leadership and recognition of individual contributions can enhance commitment, motivation, and overall performance. Regular culture audits and employee engagement surveys can help identify areas for improvement and maintain a healthy, performance-driven work environment.

This study has a significant contribution to the theory and knowledge on job satisfaction indicators and employee performance at the NCPWD. Regarding the theoretical knowledge, the study contributed to the relevance of self-determination theory in supporting the performance of employees. As established in the study, decision making, delegation, and minimal supervision played an important role in influencing the employee performance at NCPWD. The study has also contributed to equity theory by establishing

that fairness in monetary and non-monetary compensations improves the performance of employees at NCPWD. Regarding spillover theory, this study acknowledges its significance towards employees and their performance in the organization. This is because, employees need to have training, coaching, mentoring, and a balanced work-life in order for them to improve on their performance. The study also contributes to the importance of Schein's organizational culture theory. It showed that organizational values and beliefs, communication systems, and teamwork was very essential in supporting the overall job satisfaction indicators as well as the performance of employees at NCPWD. Therefore, this study recommends that other researchers may also adopt these theories while carrying out their studies in the field of human resource management and performance of employees in other organizations as well as regions.

To enhance employee performance through improved job satisfaction, this study recommends that organizations should implement policies that promote fair compensation, opportunities for career advancement, and a healthy work-life balance. Regular training and development programs can boost employee confidence and competence, while clear communication and participatory decision-making foster a sense of ownership and belonging. Additionally, creating a supportive work environment that recognizes and rewards employee contributions can significantly improve morale. Organizations should also prioritize mental health support and ensure manageable workloads to reduce burnout. These measures collectively contribute to higher job satisfaction, which is closely linked to improved employee performance and organizational productivity.

5.4 Suggestions for Further Studies

This study focused on the influence of job autonomy, employee compensation, career development opportunities, work-life balance, and organizational culture on employee performance at the National Council of Persons with Disabilities (NCPWD) in Nairobi County, Kenya. While the findings provided valuable insights, future studies could expand the scope by examining similar variables across other government agencies or organizations serving persons with disabilities in different counties. This would allow for comparative analysis and provide a broader understanding of how these factors influence employee performance in varying organizational contexts and geographical regions. Additionally, future research could consider longitudinal studies to assess how changes in these organizational practices impact employee performance over time.

Further studies could also explore the role of other moderating or mediating variables such as leadership styles, organizational justice, or employee engagement in the relationship between human resource practices and employee performance. Qualitative studies may be useful to gain deeper insights into employee perceptions, experiences, and suggestions regarding organizational support and performance improvement strategies. Moreover, research could be directed towards understanding how digital transformation and remote work affect the performance of employees with disabilities, particularly in light of evolving workplace dynamics and technological integration.

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APPENDICES

Appendix I: Introduction

Godwin Tuhame,
Catholic University of Eastern Africa,
P.O Box 62157-00200,
Nairobi, Kenya.

Sir/Madam,

RE: REQUEST FOR RESPONSE TO QUESTIONNAIRE:

I am a Master of Business Administration (Human Resource Management) student at Catholic University of Eastern Africa (CUEA) undertaking a research study on "**Job Satisfaction and Employee Performance at the National Council of Persons with Disabilities (NCPWD) in Kenya"**. The questionnaire is strictly to provide information regarding this research work and your feedback will be treated with utmost confidentiality.

Kindly respond to the following questions to the best of your knowledge. The responses are purely for academic purposes and will be used later for data analysis. Thank you in advance.

Sincerely,

Godwin Tuhame

The Researcher

Appendix II: Questionnaire

By use of a tick (√), kindly select the answer the best represents your decision.

Section A: Background Information

1. Gender
   a) Male [ ]
   b) Female[ ]

2. Age Bracket
   a) 25-30 Years [ ]
   b) 31-35 Years [ ]
   c) 36-40 Years [ ]
   d) 41 Years and Above [ ]

3. Education Level
   a) College Certificate [ ]
   b) Undergraduate [ ]
   c) Master [ ]
   d) Post Graduate [ ]

4. Working Experience
   a) Below 1 Year [ ]
   b) 1-5 Years [ ]
   c) 6-10 Years [ ]
   d) 11-15 Years [ ]
   e) 16 Years and above [ ]

5. Indicate the department in which you work in.
Human resource administration
   a) Legal Department [ ]
   b) Partnership [ ]
   c) Procurement [ ]
   d) Programmes [ ]
   e) Registry [ ]

Section B: Job Autonomy and Employee Performance

6. Kindly indicate your extent of agreement or disagreement on the following statements regarding the job autonomy in your place of work. Key: (1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

Statements	1	**2**	**3**	**4**	**5**
Employees in the organization are given the opportunity to make decisions on various matters.					
Duties are always delegated in the organization.					
Most of the employees have minimal supervision in the organization while doing their work.					

Every employee in the organization is accountable of their duties and responsibilities.					
Overall, job autonomy is fully exercised in the organization.					

Section C: Compensation and Employee Performance

7. Kindly indicate your extent of agreement or disagreement on the following statements regarding the compensation in your place of work. Key: (1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

Statements	1	**2**	**3**	**4**	**5**
I am satisfied with the salary that I receive in the organization.					
There are always bonuses given to the employees for the job done annually.					
Best performing employees in the organization are fully recognized and appreciated.					
The promotions are fairly done in the organization.					
Overall, the compensations provided in the organization are favorable.					

Section D: Career Development Program

8. Kindly indicate your extent of agreement or disagreement on the following statements regarding the career development opportunities in your place of work. Key: (1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

Statements	1	**2**	**3**	**4**	**5**
New employees joining the organization are always coached on how to perform and execute their duties.					
Mentorship programs are highly encouraged in the organization.					
Training and development programs are readily available for the employees in our organization.					
We are given opportunities to seek further education so as to increase our knowledge and skills.					
The career development program in the organization is favorable to all employees.					

Section E: Work-life Balance and Employee Performance

9. Kindly indicate your extent of agreement or disagreement on the following statements regarding the work-life balance in your place of work. Key: (1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

Statements	1	**2**	**3**	**4**	**5**
Work-schedules in the organization is flexible.					
There are wellness programs provided to all employees.					
The organization has family friendly policies that encourage a work-life balance.					

There is a support system to cater for the employees needs such as medical care among others in the organization.					
We are given paid time off in the organization.					

Section F: Organization Culture

10. Kindly indicate your extent of agreement or disagreement on the following statements regarding the organization culture in your place of work. Key: (1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

Statements	1	**2**	**3**	**4**	**5**
The values of this organization are well understood and embraced by all employees.					
There is a strong alignment between my personal values and the values of this organization.					
There is a culture of mutual respect and support among employees.					
The communication system adopted in the organization is effective in encouraging employee performance and satisfaction.					
A teamwork culture is encouraged and practiced in the organization.					

Section G: Employee Performance

Kindly indicate your extent of agreement or disagreement on the following statements regarding the employee performance in your place of work. Key: (1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

Statements	1	**2**	**3**	**4**	**5**
I consistently meet or exceed expectations in delivering high-quality service.					
I feel committed to staying with the organization for the foreseeable future.					
I am able to complete assigned tasks within the required deadlines.					
The workload allows me to meet project timelines without compromising quality.					
I feel confident in undertaking more responsibilities so as to improve the organization's performance.					

Appendix III: University Letter

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA
A.M.E.C.E.A

SCHOOL OF BUSINESS & ECONOMICS
Department of Graduate Business Studies

P.O. BOX 62157 00200 Nairobi – KEN
Tel: 020-2525811-5, 8890023-4,
Email: gbs@cuea.edu or hodgbs@cuea.edu
Website: www.cuea.edu

Our Ref: CUEA/SoBE/GBS/JM/mba.rec/367/2025

29th January 2025

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: TUHAME GODWIN – REG NO: 1043232

The above named is a student at The Catholic University of Eastern Africa, Nairobi—Kenya, in the School of Business & Economics, Department of Graduate Business Studies. He is pursuing Master of Business Administration degree (Human Resource Management Option).

As part of the MBA degree requirements, the University expects the student to write a research thesis. Godwin requires your assistance in carrying out his research study by providing him with a research permit and/or the necessary information. His thesis is entitled ***"Job Satisfaction Indicators and Employee Performance at the National Council of Persons with Disabilities in Nairobi County, Kenya".***

Any assistance accorded to Godwin will be highly appreciated. All the information provided will be used purely for academic purposes and will be treated with utmost confidentiality.

Thank you.

Yours faithfully,

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA
H.O.D.
29 JAN 2025
GRADUATE BUSINESS SCHOOL
P. O. BOX 62157 - 00200, NAIROBI

Dr. Joseph Macheru, PhD., CPA-K
HEAD OF DEPARTMENT – GRADUATE BUSINESS STUDIES

Appendix IV: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **399519**

Date of Issue: **14/February/2025**

RESEARCH LICENSE



This is to Certify that Mr.. TUHAME GODWIN of Catholic University of Eastern Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT THE NATIONAL COUNCIL OF PERSONS WITH DISABILITIES IN NAIROBI COUNTY, KENYA for the period ending : 14/February/2026.

License No: **NACOSTI/P/25/415958**

399519

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix V: NCPWD Research Authorization Letter

NATIONAL COUNCIL FOR PERSONS WITH DISABILITIES

A barrier-free society for persons with disabilities

NCPWD/ADM/19 VOL. VIII

7th March, 2025

Tuhame Godwin
Reg. No. 104232
The Catholic University of Eastern Africa
AMECEA
School of Business & Economics
Department of Graduate Business Studies
NAIROBI

RE: PERMISSION TO CARRYOUT RESEARCH STUDY AT NCPWD OFFICES

Your letter Ref. No.:CUEA/SoBE.GBS/JM/mba.rec/367/2025 dated 29th January, 2025 on the above subject refers.

The National Council for Persons with Disabilities (NCPWD) was established through an Act of Parliament; the Persons with Disabilities (PWDs) Act No. 14 of 2003. The Mandate of the Council is to champion the rights, rehabilitation and equalisation of opportunities for Persons with Disabilities in Kenya.

Following your request to carry out your research thesis, permission is hereby granted. We hope the information which will be provided, will be used purely for academic purposes and will be treated with utmost confidentiality.

We wish you well in your endeavours.

Eva Njoroge
Ag. EXECUTIVE DIRECTOR/CEO

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