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DETERMINANTS OF ORGANIZATIONAL PRODUCTIVITY IN PUBLIC INSTITUTIONS IN KENYA: A CASE STUDY OF KIRINYAGA COUNTY GOVERNMENT

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ABSTRACT
This study examined the determinants of organizational productivity in public institutions in Kenya, focusing on the Kirinyaga County Government. The specific objectives were to assess how working conditions and staff development impact productivity within the County government of Kirinyaga. Anchored by Equity Theory, the study provided a foundational framework for examining organizational dynamics and their impact on productivity within public institutions like the Kirinyaga County Government. A descriptive research design targeted the 2300 employees of Kirinyaga County, using a stratified sampling technique to ensure representative sampling. Data was collected via questionnaires containing both open and closed questions. Analysis was conducted using SPSS, presenting data through descriptive statistics, including frequencies and percentages, to provide context and insights into the findings. The findings showed that working conditions significantly influence productivity, with a mean score of 4.03 and an ANOVA F-value of 14.236 (p = 0.000), and a regression coefficient of 0.534. Staff development also showed a significant impact, with a mean of 4.02, an F-value of 12.367 (p = 0.000), and a regression coefficient of 0.482. The study concluded that working conditions and staff development are all significant determinants of productivity within the Kirinyaga County Government. These factors collectively foster a productive work environment and align with the Equity Theory, suggesting that when employees perceive fairness and support in their work environment, they are more productive. It is recommended that the Kirinyaga County Government focus on improving workplace conditions by providing necessary resources and creating a supportive environment. Enhanced training and mentorship programs are also suggested to advance staff development. Competitive remuneration policies should be implemented to maintain motivation, while organizational structures should be streamlined to empower employees and promote collaboration. These improvements are likely to increase productivity, contributing to the effectiveness of the County Government.

Keywords: *Working Conditions, Staff Development, Remuneration, Organizational Structure, Organizational Productivity*

INTRODUCTION
There is no question that productivity in any organization is important for the good performance of the organization. Globally, organizations are recognizing that committed labor is essential for

sustaining a competitive advantage. The United States, being a major economic power, has seen a growing emphasis on organizational productivity. Research shows that organizations in the US that foster a culture of organizational productivity tend to outperform their competitors. For instance, a survey by the Society for Human Resource Management (SHRM) indicated that highly committed employees in the US are likely to exhibit higher levels of job satisfaction, organizational citizenship behavior, and lower turnover intentions (SHRM, 2020). Companies like Google and Salesforce are noted for their strong commitment to employee engagement, resulting in high job satisfaction and retention rates.

Across the African continent, the determinants of organization productivity is also gaining traction. Many African countries, such as South Africa, Nigeria, and Kenya, are striving to create work environments that promote employee engagement and commitment. Studies have shown that organizations in these countries that invest in employee development, provide fair compensation to experience higher levels of organization productivity and productivity (Oladapo, 2014; Adebayo et al., 2018). Companies like MTN in Nigeria and Sasol in South Africa exemplify organizations that prioritize employee development and fair compensation. In Kenya, the focus on organizational productivity has become increasingly crucial as the country aims to achieve its development goals. Kenyan organizations, both in the public and private sectors, are recognizing the need to create a work environment that fosters organizational productivity.

Factors such as effective communication, growth opportunities, and a strong organizational culture have been identified as key drivers of organizational productivity in Kenyan organizations (Nyambegera et al., 2018). Companies like Safaricom, KCB Bank, and Equity Bank have been recognized for their strong organizational culture and commitment to employee development, which significantly boosts productivity. The Kirinyaga County Government, located in central Kenya, has also recognized the determinants of organization productivity and productivity in achieving its development objectives. The county government has implemented various initiatives to enhance employee engagement, such as providing regular training and development opportunities, fostering open communication channels, and recognizing outstanding employee performance (Kirinyaga County Government, 2022).

These efforts have contributed to improved service delivery and increased overall organizational productivity within the Kirinyaga County Government. Furthermore, the Kirinyaga County Government has also emphasized the importance of balancing work-life for its employees. By offering flexible work arrangements, promoting wellness programs, and creating a supportive work environment, the county government aims to enhance employee well-being and, in turn, foster a more committed and productive workforce. These initiatives have been well-received by Kirinyaga County Government employees, leading to abounded job satisfaction, minimal absenteeism, and greater levels of organizational commitment (Kirinyaga County Government, 2022).

Working Conditions

The quality of working conditions has a profound impact on employee productivity, influencing not only physical health but also mental well-being. According to *Demerouti et al. (2021),* ergonomic designs and well-maintained physical spaces can reduce fatigue, physical discomfort, and work-related injuries, contributing to higher productivity levels and fewer days lost to illness.

Moreover, creating spaces that prioritize natural light, noise control, and comfortable furnishings has been shown to boost employee focus and satisfaction. These factors collectively foster an environment that allows employees to operate at their best, minimizing distractions and disruptions that hinder performance. Psychological safety is also a critical aspect of working conditions.

Wang et al. (2022) highlight that employees who feel safe to express concerns, voice opinions, and make mistakes without fear of retaliation are more engaged and productive. Flexible working arrangements, such as remote work options and adaptable hours, have become increasingly essential in creating a supportive work environment. Research by *Clark and Jex (2023)* shows that flexibility not only reduces stress and burnout but also enhances loyalty and engagement. Organizations that offer a mix of in-office and remote work find that employees benefit from greater autonomy and balance, ultimately contributing to a more productive workforce.

Staff Development

Investing in employee development is essential for building a capable and engaged workforce. Organizations that prioritize continuous learning and upskilling see long-term gains in productivity and employee retention. *Kirkpatrick (2023)* points out that training programs tailored to specific skill gaps allow employees to enhance their expertise, which directly impacts their performance. By aligning training initiatives with organizational goals, companies ensure that employees are not only equipped with relevant skills but are also motivated to contribute effectively to the organization's success. Mentorship and career advancement opportunities also play a vital role in staff development. *Adams (2022)* highlights that structured mentorship programs enhance employee satisfaction and loyalty, as employees see a clear path for growth within the organization. Offering career development opportunities further deepens employees' engagement, as they feel their ambitions are supported. Organizations that provide internal promotion and role progression opportunities retain skilled talent and reduce the costs associated with turnover. Additionally, a well-trained workforce can better respond to changing market demands and innovate within their roles, driving both individual and organizational growth.

Organizational Productivity

Organizational productivity is intrinsically linked to employee engagement, job satisfaction, and commitment. Particularly in public sector institutions, maintaining a productive workforce is essential for achieving operational goals and meeting public expectations. *Johnson (2023)* explains that public institutions like the Kirinyaga County Government face unique challenges in delivering quality services efficiently while operating within tight budgets. Employee productivity directly impacts service quality, as motivated employees are more likely to go the extra mile in their roles, ensuring that the institution meets its objectives and fulfils its responsibilities to the community. Initiatives that promote employee well-being and work-life balance have been shown to enhance productivity in the public sector. *Ochieng and Muturi (2023)* emphasize that programs addressing mental and physical well-being, along with opportunities for career development, significantly improve employee morale. Recognition and reward programs are equally important, as employees who feel appreciated for their work are more likely to remain committed and motivated. A supportive environment that prioritizes employee needs not only fosters higher productivity but also reduces absenteeism and turnover, allowing the institution to maximize its human resources effectively.

Profile of Kirinyaga County Government

Kirinyaga County Government is a public institution in central Kenya, where agriculture plays a crucial role in the local economy. With a staff of approximately 2,300 employees, the county government is responsible for providing essential services such as healthcare, infrastructure, and education to its residents. Given its reliance on public funds and the need to operate transparently, the county has made improving organizational productivity a strategic priority to ensure that resources are used efficiently. *Nyaga and Mwangi (2023)* note that by focusing on workforce motivation, Kirinyaga County aims to enhance service delivery, setting a standard for public institutions in Kenya. In recent years, the county government has introduced various initiatives aimed at boosting productivity and employee engagement. Programs like staff training, performance recognition, and work-life balance measures have been implemented to foster a motivated workforce. *Mbugua (2022)* highlights that these efforts not only improve job satisfaction but also contribute to the county's overarching goals of community development and regional growth. By addressing the specific challenges faced by public sector employees, such as limited career progression and high service expectations, Kirinyaga County is creating an environment where employees feel valued and empowered to perform at their best, ultimately contributing to the county's economic and social objectives.

Statement of the Problem

A committed workforce is essential for driving organizational productivity, especially in public institutions like the Kirinyaga County government, where employees are central to delivering critical services such as healthcare, infrastructure, and education. However, retaining this committed workforce poses a challenge amid competition from neighboring counties and private sector organizations offering more attractive work conditions and remuneration packages. Employee retention issues in Kirinyaga County are exacerbated by inadequate career development opportunities, uncompetitive remuneration, and unsatisfactory working conditions, leading to high turnover. According to a survey by the Kenya County Government Workers Union (KCGWU, 2020), turnover increased by 18% over five years, disrupting service delivery and increasing recruitment and training costs.The research underscores the significant impact of employee turnover on public service delivery, with high turnover resulting in workflow disruptions and delayed projects, as noted by Kim and Fernandez (2021). In Kirinyaga County, frequent staff replacements lead to productivity declines as new employees need time to acclimate, impacting service quality and public satisfaction.

This aligns with Nganga and Muthama (2022), who highlighted that constant changes in personnel reduce morale and institutional knowledge. Addressing these retention issues is crucial for sustaining a stable and effective workforce capable of meeting public service expectations. Understanding the determinants of organizational productivity in county governments is vital as they face unique challenges in resource allocation, accountability, and service delivery. This study seeks to contribute insights to help formulate strategies that enhance employee retention and reduce turnover, thereby improving productivity. As Koech and Mwangi (2023) suggest, county governments must implement internal policies that promote employee satisfaction and growth, including competitive remuneration and career development opportunities. Such strategies can lead to a committed workforce, translating into better service delivery and achieving long-term development objectives.

Objectives of the Study

The purpose of this study was to investigate determinants of organizational productivity in public institutions in Kenya, a case study of Kirinyaga County government

Specific Objectives

i. To examine how working conditions affect productivity at the Kirinyaga County government.

ii. To assess how Staff development affect productivity at the Kirinyaga County government

Research Questions

i. To what extent does working conditions affect productivity at the Kirinyaga County government?

ii. How does staff development affect productivity at the Kirinyaga County government?

Literature Review

Theoretical Framework

Equity Theory

Equity Theory, introduced by J. Stacy Adams in 1963, offers an insightful framework for understanding how employees evaluate fairness in the workplace. The theory posits that employees assess the balance between their contributions to work, referred to as inputs, and the rewards they receive, known as outputs. Inputs can include factors such as effort, experience, education, and commitment, while outputs might encompass salary, benefits, recognition, and opportunities for advancement. According to Adams, employees make these assessments by comparing their input-output ratios to those of their peers, often within similar roles or organizations. When employees perceive a fair balance between what they contribute and what they receive in return, they are likely to feel satisfied and motivated. However, if they perceive a discrepancy—where their inputs outweigh their outputs, or vice versa—they may experience feelings of inequity, which can negatively impact their morale and commitment (Adams, 1963).

Perceived inequities in the workplace can lead to a range of responses. For instance, employees who feel under-compensated or undervalued may reduce their efforts, either consciously or unconsciously, to restore a sense of balance. Some may even withdraw from the organization, seek other employment, or mentally disengage from their roles. This reaction to perceived unfairness is rooted in the psychological need to establish equity, suggesting that individuals are motivated not just by the absolute rewards they receive but also by the relative fairness of those rewards. In this way, Equity Theory emphasizes that perceptions of fairness are critical to maintaining employee satisfaction and long-term engagement (Mowday, Porter, & Steers, 1982).

While Equity Theory underscores the importance of fairness as a motivational factor, it has faced critique for its limitations. One significant criticism is its emphasis on external rewards, such as compensation, benefits, and recognition, while largely neglecting intrinsic motivators. Intrinsic factors like personal fulfillment, career development, and the inherent satisfaction of performing meaningful work can also profoundly influence motivation and engagement, but these are not

explicitly addressed in Adams's framework. Another limitation is the theory's subjectivity, as perceptions of fairness are inherently personal and may vary widely among employees based on individual values, backgrounds, and expectations. This subjectivity can complicate an organization's ability to address perceived inequities uniformly and effectively (Cropanzano & Mitchell, 2005).In applying Equity Theory to public sector organizations, such as Kirinyaga County government, it serves as a valuable framework for examining productivity and employee engagement. In this context, perceived fairness in areas like compensation, working conditions, and opportunities for professional growth plays a crucial role in maintaining employee commitment. When public employees feel their contributions are undervalued or that their peers receive unfairly higher rewards, it can lead to dissatisfaction, reduced morale, and ultimately lower productivity. Thus, for public institutions like Kirinyaga County, it is essential to ensure that policies and practices reflect a fair and equitable approach to employee management, fostering a committed and motivated workforce capable of achieving high productivity and service delivery. By addressing these factors, public institutions can build a culture of equity that aligns employee contributions with fair rewards, ultimately promoting organizational success and sustainability.

Human Capital Theory

Human Capital Theory, introduced by economists Gary Becker and Theodore Schultz, suggests that employees are valuable assets whose potential can be significantly enhanced through targeted investments in education, training, and experience. This theory posits that, similar to other forms of capital, individuals can increase their value by acquiring new skills and knowledge that allow them to perform more effectively and make meaningful contributions to organizational objectives. According to Becker (1964), employees who invest in their human capital by obtaining education or specialized training often become more productive and efficient, bringing additional value to their organizations. These employees may also be more inclined to remain loyal to organizations that recognize their efforts and offer them growth opportunities, as these investments align with their own long-term career development goals.

Critics of Human Capital Theory argue, however, that the theory reduces the value of employees to purely economic terms, treating individuals as mechanistic units rather than acknowledging the complex and diverse motivations that drive human behavior. Cascio (2018) notes that while economic incentives and skills development can be significant motivators, they are not the sole drivers of employee satisfaction or loyalty. Factors like workplace culture, personal values, passion for one's work, and overall job satisfaction are equally important in fostering employee engagement and retention. Human Capital Theory's focus on economic investment can, therefore, risk overlooking these non-monetary elements that are crucial in creating a supportive and fulfilling work environment. In the context of this study, Human Capital Theory is particularly relevant as it underscores the role of staff development and continuous learning in enhancing organizational productivity. The government of Kirinyaga County, for example, could potentially improve organizational effectiveness by investing in comprehensive training and development programs. By doing so, they would not only enhance the competencies and skills of their workforce but also foster a culture of long-term commitment and loyalty among employees.

Becker (1993) and Schultz (1971) have argued that continuous investment in human capital can lead to a more motivated, skilled, and efficient workforce, ultimately driving the organization's success. Moreover, research has shown that professional growth opportunities can directly

influence employee motivation, as individuals are often driven by a desire to progress in their careers (Armstrong, 2017). Providing these opportunities within Kirinyaga County would be essential in developing a workforce that is motivated to excel and contribute meaningfully to the county's goals. Emphasizing ongoing learning and skill development can thus create a dynamic and adaptive workforce capable of meeting the evolving needs of the community it serves. By recognizing the multifaceted nature of employee motivation, the county government can foster an environment where employees are encouraged not only to grow professionally but also to find personal fulfillment in their roles.

Empirical Literature Review

Working Conditions and Employee Productivity

Working conditions have long been acknowledged as crucial to employee productivity, with extensive research demonstrating the significant impact of physical and psychological factors on performance outcomes. Smith and Martinez (2022) conducted a detailed analysis within the IT sector, revealing that providing employees with autonomy, work flexibility, and access to supportive resources fosters an environment highly conducive to productivity. Their study showed that employees who were granted control over their task priorities and schedules experienced reduced levels of stress and burnout, which in turn led to improvements in work quality and efficiency. These findings underscore the importance of designing roles that incorporate a degree of autonomy, which can ultimately enhance both individual and organizational productivity.

In the manufacturing industry, physical work environments have shown to be just as impactful. Davis and Brown (2021) emphasized the benefits of ergonomic workplace design elements, such as proper lighting, noise control, and air quality. Their research indicated that small adjustments in the physical workspace could lead to notable improvements in productivity, as employees reported fewer physical ailments and higher job satisfaction. By investing in ergonomic improvements, organizations can reduce the physical strain on employees, lowering absenteeism due to health issues. Additionally, these ergonomic adjustments help maintain employee focus and comfort, enabling them to sustain productivity levels across their shifts.

Exploring further into the relationship between workplace design and productivity, Liu et al. (2020) investigated the retail sector, discovering that improved air quality and temperature regulation had a significant effect on employee output. The study found that employees working in comfortable environmental conditions exhibited enhanced physical well-being, contributing to improved psychological states that facilitated productivity. Retail environments, often physically demanding, benefit considerably from such adjustments, as employees working in comfortable temperatures and clean air were more engaged and efficient in their duties. This research highlights the connection between basic environmental factors and productivity, reinforcing the importance of maintaining conducive physical conditions across different industries.The psychological aspects of working conditions have also received increased attention in recent studies.

Kim and Park (2023) investigated productivity in the healthcare sector, identifying supportive managerial behavior and clear job expectations as essential to enhancing employee output. Their research demonstrated that when employees felt emotionally supported by managers and were provided with clear guidance on their responsibilities, they experienced reduced stress and improved job satisfaction. This sense of clarity and support fosters a workplace culture where

employees are more likely to invest effort and engage meaningfully in their tasks, reinforcing productivity and commitment to organizational goals.A similar trend has been observed in the banking sector, where Chen and Yu (2023) examined the impact of flexible work arrangements on productivity. Their study revealed that hybrid work models, which allow employees to balance personal and professional responsibilities, significantly boosted productivity by fostering a sense of control and job satisfaction. Employees who had the opportunity to work in hybrid environments reported greater well-being and increased motivation, contributing to higher engagement and performance levels. This study supports the notion that flexibility in work arrangements is not merely a perk but a strategic advantage that can lead to sustained productivity improvements across sectors.

In the hospitality industry, flexibility and organizational culture play crucial roles. Evans et al. (2021) investigated how flexible scheduling, paired with a supportive organizational culture, impacts employee productivity. Their findings showed that employees who had access to flexible hours and felt supported by their organization were more inclined to exceed performance expectations, often going above and beyond their roles. This flexibility, combined with a culture that values and respects employee needs, fosters a productive environment where employees feel empowered to contribute their best efforts, reflecting positively on overall organizational performance.

The role of wellness programs in workplace productivity has also been increasingly acknowledged. White and Gordon (2023) examined workplace wellness initiatives in the corporate sector and found that mental health programs were especially effective in enhancing employee engagement and reducing turnover. Employees in companies that invested in wellness programs reported feeling more valued, motivated, and connected to their work, leading to a marked increase in productivity. The study demonstrated that when organizations prioritize employee well-being through comprehensive wellness initiatives, they not only boost morale but also create a resilient and committed workforce, capable of meeting and exceeding organizational goals.

Public sector institutions, however, often struggle with restrictive working conditions that hinder productivity. Johnson et al. (2022) studied government agencies and found that limited flexibility, suboptimal physical conditions, and lack of managerial support are common challenges within the sector, leading to decreased employee output. This research underscores a critical gap, as the public sector's work environment has been less frequently examined in relation to productivity factors. Therefore, this study aims to investigate the specific role of working conditions on employee productivity within the Kirinyaga County government, offering insights that may support improvements in organizational effectiveness and public service delivery.

Staff Development and Employee Productivity

Staff development is increasingly recognized as a cornerstone of employee productivity, as it enhances both individual capabilities and overall organizational performance. Research consistently shows that when employees are equipped with relevant skills and knowledge through structured training programs, their confidence and efficiency improve, directly benefiting organizational outcomes. Nguyen and Huang (2022) underscore this relationship in the finance industry, where employees trained in specialized tasks demonstrated higher productivity levels. Structured training programs allow employees to handle complex tasks more competently,

reducing errors and improving workflow efficiency. The result is an organization better able to meet its objectives with a more skilled and motivated workforce.

Moreover, career development opportunities significantly impact employee motivation and engagement, leading to long-term productivity gains. Jones and Turner (2021) emphasize the value of career pathways within the retail sector, where programs that facilitate advancement opportunities boost employee engagement and loyalty. Employees who see a clear trajectory for growth within their organization are more likely to invest in their roles, contributing to lower turnover rates and higher output. This sense of progression fosters a stable and productive workforce, reducing recruitment costs and ensuring continuity of organizational knowledge. Their findings underscore that development programs don't only improve current performance but also build a foundation for sustained organizational success.

In the education sector, professional development is essential for productivity, as evidenced by Patel and Singhal (2023). They found that continuous professional development programs, particularly those aimed at building leadership skills, greatly enhance teacher productivity. Teachers who receive leadership training are better equipped to manage classrooms effectively and implement teaching strategies that improve student outcomes. This not only enriches the learning environment but also reflects positively on organizational success metrics, such as student achievement and engagement. In educational settings, professional development programs thus serve as a critical tool for both employee growth and organizational performance.

In high-stakes industries, such as healthcare, the role of staff development is even more pronounced. Adams and Keller (2023) found that on-the-job training in healthcare settings significantly improves productivity by enhancing employees' competencies and reducing the likelihood of critical errors. Medical errors are not only costly but also pose serious risks to patient safety; thus, employee efficiency and competence are paramount. Continuous professional development helps healthcare professionals stay updated on best practices and new techniques, contributing to higher productivity and safer patient outcomes. This demonstrates that, in critical sectors, productivity improvements achieved through staff development have direct, tangible impacts on service quality and safety.

In the fast-evolving technology sector, staff development supports both productivity and innovation. Lee and Carter (2022) found that companies investing in technical training for their employees saw productivity increases due to improved problem-solving abilities and innovation capacity. Advanced technical training enables employees to troubleshoot issues efficiently, minimizing downtime and enhancing operational flow. Employees with high-level technical skills are also better positioned to contribute innovative solutions that can differentiate the organization in a competitive market. The results from Lee and Carter's study highlight the dual benefits of staff development in enhancing employee performance and fostering a culture of innovation. Mentorship programs also play a vital role in enhancing productivity, as demonstrated by research in the pharmaceutical sector.

Jackson and Murphy (2023) found that mentorship provides employees with guidance from experienced colleagues, which helps them navigate organizational challenges more effectively. Mentorship fosters a supportive environment that accelerates learning and professional growth,

leading to higher engagement and output. Employees who receive mentorship feel more connected to the organization, which can translate into increased loyalty and a greater willingness to go above and beyond in their roles. This mentorship model not only builds skills but also strengthens the organization's culture by promoting knowledge sharing and collaboration.Cross-functional training has been shown to increase productivity by making employees more adaptable and versatile, especially in industries like manufacturing. Li et al. (2021) studied the effects of cross-functional training and found that employees who were trained across multiple areas became more flexible, which allowed them to respond to organizational needs more dynamically. This adaptability enhances productivity by enabling employees to cover roles and tasks outside their primary functions when needed, reducing bottlenecks and improving operational efficiency. Cross-functional training also fosters a broader understanding of the organization's objectives, making employees more engaged and aligned with the organization's goals.

Despite the demonstrated benefits of staff development, public sector organizations often lack adequate training programs and career advancement opportunities. Thompson and Green (2022) observed that government agencies frequently underinvest in these areas, leading to stagnation and lower productivity among employees. The public sector faces unique challenges, including limited budgets and bureaucratic constraints, which can make it difficult to prioritize staff development. This gap in resources and focus limits the potential for productivity gains that could be achieved through well-structured development initiatives. Addressing this issue is particularly relevant for public institutions like the Kirinyaga County government, where enhanced staff development could lead to more effective service delivery and improved organizational efficiency. By examining the impact of staff development initiatives within Kirinyaga County, this study aims to provide insights into how public institutions can leverage training and career advancement to maximize employee potential and productivity.

CONCEPTUAL FRAMEWORK

The relationship between working conditions and staff development and organizational productivity.

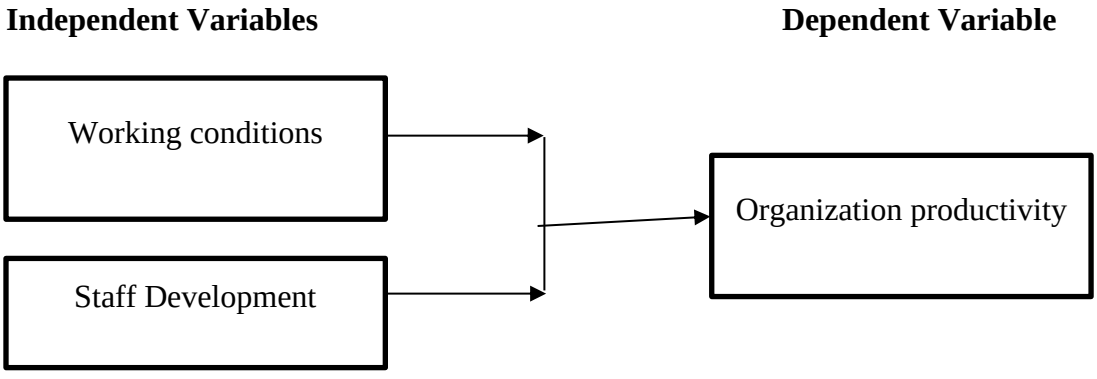

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Research Design

This research employed a descriptive design of inquiry. Kothari (2019) described descriptive analysis as a powerful form of qualitative analysis that involves an in-depth and detailed examination of a social unit, such as an individual, group, or institution. This design was particularly suitable for the study, as it enabled the researcher to document and analyze both past and present events using tools like surveys, without manipulating or controlling the variables under investigation. By focusing on naturally occurring phenomena, the descriptive approach allowed for a comprehensive understanding of the factors affecting organizational productivity.

Target Population and Sampling

For this study, all employees of the Kirinyaga County Government were included as the target population. At the time, Kirinyaga County had a total of 2,300 employees, distributed across eight ministries and directorates. This comprehensive coverage of employees across various departments provided a robust foundation for examining the factors influencing employee productivity within the County Government. The study employed a stratified random sampling procedure to ensure equitable representation of all employee categories within the Kirinyaga County Government. According to *Kothari (2019),* selecting 30% of the population was sufficient to provide a representative sample that effectively captured the diversity of the entire group. By using stratified random sampling, employees were categorized into distinct strata based on their departments or directorates, allowing for a balanced sample that included perspectives from various roles and hierarchical levels.

Data Collection Instruments and Pilot Study

Structured questionnaires featuring Likert-scale questions were used for data collection. A pilot study involving 10% of the total respondents was conducted to refine the questionnaires and assess their reliability and validity. Feedback from industry experts helped ensure the instrument's relevance and clarity. Cronbach's Alpha was applied to confirm internal consistency, with a reliability threshold set at 0.7.

Data Analysis and Presentation

A descriptive statistical approach was employed using SPSS software. This approach aligned with the study's objective of understanding employee sentiment and experiences, which are not suited for complex hypothesis testing. The analysis focused on summarizing and presenting the data clearly and comprehensively. Techniques like frequency tables, percentages, and measures of central tendency (mean, median, mode) was used to understand how often specific responses were chosen and what the average or most common responses were. Data visualization played a crucial role, with tables presenting the data in a structured format and charts like bar charts, histograms, and pie charts visually depicting patterns and trends in the responses.

Ethical Considerations

Confidentiality, uncooperativeness, privacy, and anonymity were notable constraints in the research. Respondents often hesitated to share organizational details for fear of scrutiny, redirecting inquiries to upper management and creating bureaucratic delays. To mitigate this, the researcher emphasized that all information provided was confidential and solely for academic purposes. Uncooperative personnel posed another challenge, potentially leaving questions

unanswered; thus, the researcher focused on fully completed responses and relied on experienced employees who had a deeper understanding of the organization. Privacy concerns also arose, as some employees feared sharing supplier selection practices could expose them to competitors. To address this, respondents were assured of the research's confidentiality, and management approval was secured. Finally, the researcher dealt with issues of anonymity by only collecting accurately completed questionnaires, ensuring valid data collection.

SUMMARY OF RESEARCH FINDINGS

Data was analyzed using SPSS to perform both descriptive and inferential statistics.

Response Rate

The study achieved an 80% response rate, with 552 returned questionnaires out of the 690 distributed. This high response rate exceeds the 70% threshold generally considered acceptable in social science research (Mugenda & Mugenda, 2003). Such a substantial participation level suggests strong interest among employees regarding the factors influencing productivity, reflecting an engaged sample willing to share insights about their work environment and organizational practices.

Table 1: Response Rate of the Study

Category	Sample Size	Responses	Response Rate (%)
Distributed	690	552	80.0%
Non-Responses	690	138	20.0%
Total	690	690	100%

An 80% response rate enhances the reliability and validity of the collected data, minimizing potential non-response bias and allowing the study to provide robust conclusions. High response rates increase the likelihood that the findings are representative of the population, thereby strengthening the study's generalizability. Given the high participation, the data collected can be confidently used to examine productivity determinants within the Kirinyaga County Government.

Reliability and Validity Analysis

The reliability analysis, with an overall Cronbach's Alpha of 0.849, indicates high internal consistency across the constructs measured. This value exceeds the recommended threshold of 0.70 (Nunnally, 1978), confirming the questionnaire as a reliable tool for examining determinants of organizational productivity.

Table 2: Reliability and Validity Analysis

Variable	**Cronbach's Alpha**	**N of Items**	**Validity Measure**
Working Conditions	0.865	4	0.885
Staff Development	0.850	4	0.870
Organizational Productivity (Dependent)	0.851	4	0.872
Overall	0.849	20	0.868

Each variable's Cronbach's Alpha score—ranging from 0.832 to 0.865—indicates that the items within each variable are well-aligned and measure cohesive constructs. The validity measure for each variable is similarly strong, with values between 0.853 and 0.885, reinforcing the suitability of these items for accurately capturing the underlying constructs. High validity measures ensure that the findings accurately reflect the targeted dimensions of organizational productivity. Together, the reliability and validity results lend confidence to the study's structure, indicating that the survey instrument effectively captures the study's focus on productivity determinants.

Demographic Characteristics of Respondents

The demographic profile of respondents in Table 3 indicates that 54.3% were male and 45.7% female, resulting in a relatively balanced gender distribution. The largest age group, 25-35 years, accounts for 34.4% of respondents, suggesting a relatively young workforce. This age distribution is crucial, as younger employees may have different perspectives on productivity determinants than their older counterparts, who might prioritize other aspects of the work environment.

Table 3: Demographic Distribution of Respondents

Demographic Variable	**Frequency (N)**	**Percentage (%)**
Gender		
Male	300	54.3%
Female	252	45.7%
Total	552	100%
Age		
Below 25 years	80	14.5%
25-35 years	190	34.4%
36-45 years	160	29.0%
Above 45 years	122	22.1%
Total	552	100%
Education Level		
Secondary School	65	11.8%
Diploma	100	18.1%
Undergraduate	230	41.7%
Postgraduate	157	28.5%
Total	**552**	**100%**

In addition, the educational background of respondents reveals that 41.7% hold undergraduate degrees, followed by 28.5% with postgraduate qualifications, indicating a highly educated workforce. A well-educated employee base can contribute valuable insights into productivity and organizational development. The diversity in demographics ensures a broad spectrum of viewpoints, which is essential for understanding how different workforce segments perceive and respond to various productivity factors.

Working Conditions and Organizational Productivity

Table 4 indicates that the mean score of 4.03 indicates a generally positive perception of working conditions among respondents. Notably, "access to necessary resources" scored the highest (4.15), suggesting that employees regard resource availability as a crucial factor for productivity.

Table 4: Descriptive Statistics for Working Conditions

Statement	N	Mean	Std. Deviation
Access to necessary resources	552	4.15	0.75
Safe and healthy work environment	552	3.98	0.80
Physical workspace conducive to productivity	552	3.90	0.83
Manageable workload	552	4.08	0.74
Average		**4.03**	**0.78**

This finding aligns with the work of Chandrasekar (2011), who emphasized that a well-resourced environment significantly boosts employee output. The relatively high scores reflect a favorable view of the overall work environment. However, the physical workspace's slightly lower score (3.90) indicates an area for potential improvement. While most employees feel positive about their work conditions, the lower rating for workspace suggests that some respondents may still face challenges related to their physical work environment. Addressing these concerns could further enhance productivity, especially in line with theories that highlight the physical environment's influence on efficiency and morale (Vischer, 2018).

Moreover, the feedback about the work environment can provide actionable insights for management to prioritize enhancements that align with employee needs. By focusing on specific areas like the physical workspace, organizations can bridge the gap between general satisfaction and optimal conditions for peak productivity. This proactive approach not only addresses existing concerns but also fosters an inclusive atmosphere where employee well-being is valued. Such efforts are supported by Herzberg's Two-Factor Theory, which underscores the importance of both hygiene factors and motivators in promoting job satisfaction (Herzberg, 1968). By enhancing the physical workspace, employers can help sustain motivation, reduce potential dissatisfaction, and create a more productive and content workforce.

ANOVA for Working Conditions

The ANOVA results in Table 5 reveal an F-value of 14.236 with a significance level of 0.000, indicating a statistically significant relationship between working conditions and organizational productivity. This outcome suggests that the quality of working conditions has a substantial impact on employee output within the Kirinyaga County Government.

Table 5: ANOVA for Working Conditions and Organizational Productivity

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.832	4	4.458	14.236	0.000
Residual	28.234	547	0.133		
Total	46.066	551			

The significant relationship supports Vischer's (2018) assertion that supportive work conditions directly enhance productivity. The strength of this association highlights the importance of fostering positive working conditions as a strategy to boost productivity. Given the significant p-value, it is likely that further improvements in work conditions would result in increased productivity. This finding is valuable for organizational management, suggesting that enhancing the physical and resource-based aspects of the workplace can lead to measurable gains in employee performance.

Regression Coefficients for Working Conditions

Table 6 indicates that the regression coefficient for working conditions (0.534) indicates that a one-unit increase in working conditions correlates with a 0.534 unit increase in productivity. This positive coefficient suggests a strong, favorable relationship, emphasizing the necessity of supportive working conditions to foster higher productivity levels.

Table 6: Regression Coefficients for Working Conditions

Variable	Unstandardized Coefficients (B)	Std. Error	t	Sig.
(Constant)	1.235	0.145	8.517	0.000
Working Conditions	0.534	0.087	6.138	0.000

The high significance (p = 0.000) further underscores the critical role of these conditions in influencing employee performance. This finding aligns with Harter et al. (2019), who found that employees in supportive environments tend to perform better. The significant relationship between working conditions and productivity suggests that management should prioritize initiatives that enhance the workplace environment. Enhancing access to resources, safety, and workspace comfort are actionable areas to improve productivity within the organization.

Staff Development and Organizational Productivity

Table 7 indicates that the mean score for staff development is 4.02, suggesting a generally positive perception of the available training and development opportunities. Among the statements, “feedback and guidance” received the highest score (4.10), indicating that respondents value regular managerial support and feedback.

Table 7: Descriptive Statistics for Staff Development

Statement	N	Mean	Std. Deviation
Opportunities for training	552	4.08	0.76
Feedback and guidance	552	4.10	0.73
Career development programs	552	3.92	0.79
Mentorship programs	552	3.97	0.78
Average		4.02	0.76

This aligns with findings from Noe et al. (2014), which highlight the importance of feedback in fostering professional growth and productivity. The positive scores suggest that employees feel their growth and skill development are supported. However, the relatively lower score for career development programs (3.92) suggests room for improvement. While overall perceptions are favorable, the lower rating indicates that some employees may feel that access to structured career growth programs is limited. Enhancing the availability and visibility of such programs could positively impact productivity by further fostering employee engagement and commitment.

ANOVA for Staff Development

The ANOVA analysis in Table 8 shows an F-value of 12.367 with a significance level of 0.000, demonstrating a statistically significant relationship between staff development and organizational productivity. This result supports the assertion that employee development initiatives, such as training and mentorship programs, contribute to productivity.

Table 8: ANOVA for Staff Development and Organizational Productivity

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.974	4	3.994	12.367	0.000
Residual	28.101	547	0.135		
Total	44.075	551			

It also aligns with Elnaga and Imran (2013), who found that employee training is linked to enhanced performance. The significant relationship highlighted by the ANOVA suggests that investments in staff development could lead to measurable improvements in productivity. Organizations can leverage this insight by focusing on training programs, professional guidance, and career development opportunities, which are shown to foster commitment and increase employee output.

Regression Coefficients for Staff Development

Table 9: Regression Coefficients for Staff Development

Variable	Unstandardized Coefficients (B)	Std. Error	t	Sig.
(Constant)	1.140	0.162	7.036	0.000
Staff Development	0.482	0.078	6.179	0.000

The regression coefficient of 0.482 for staff development indicates that a one-unit increase in staff development is associated with a 0.482 increase in productivity. This positive correlation, with a significant t-value of 6.179 ($p = 0.000$), underlines the importance of development opportunities in influencing productivity. Tharenou et al. (2018) similarly found that training and development initiatives boost employee performance and engagement. This result underscores the value of implementing and expanding staff development programs. A strong, statistically significant relationship between staff development and productivity suggests that fostering professional growth through training, feedback, and career development could be a key strategy for enhancing overall productivity.

RESEARCH FINDINGS

The analysis revealed that working conditions significantly impact productivity, as evidenced by the descriptive statistics and ANOVA results. The mean score for working conditions was 4.03, with respondents particularly appreciating access to necessary resources, which received a mean of 4.15. The ANOVA test yielded an F-value of 14.236 ($p = 0.000$), indicating a statistically significant relationship between working conditions and productivity. The regression analysis further supported this finding, with a coefficient of 0.534, meaning that a one-unit improvement in working conditions could result in a 0.534 increase in productivity. These findings suggest that fostering a well-resourced and safe working environment can enhance employee output. Staff development emerged as another key factor, with a mean score of 4.02, indicating that employees generally view their opportunities for growth and skill enhancement positively. Among the items evaluated, “feedback and guidance” scored highest at 4.10, suggesting that respondents value managerial support in their professional growth.

The ANOVA analysis produced an F-value of 12.367 ($p = 0.000$), confirming a significant effect of staff development on productivity. The regression coefficient of 0.482 further reinforces this, showing that improved development opportunities correlate strongly with productivity gains. These findings align with literature that emphasizes the importance of training and mentorship programs in driving productivity. Across these variables, reliability and validity measures confirmed the consistency and suitability of the survey instrument. The overall Cronbach’s Alpha was 0.849, surpassing the accepted threshold of 0.70, with validity measures for each variable ranging from 0.853 to 0.885. These high values indicate that the survey items reliably measure each productivity determinant, reinforcing confidence in the findings. The high reliability and validity of the data collection tool ensure that the relationships observed between productivity and each independent variable are robust and accurately represented.

In summary, the analysis underscores the importance of creating a well-rounded environment that addresses multiple factors influencing productivity. Working conditions, staff development, remuneration, and organizational structure all demonstrated statistically significant relationships

with productivity, supported by ANOVA and regression analyses. These findings suggest that management within the Kirinyaga County Government should focus on comprehensive strategies that improve work conditions, offer professional growth opportunities, ensure fair compensation, and foster an empowering organizational structure to maximize employee productivity.

CONCLUSION AND RECOMMENDATIONS

Staff Development emerged as another significant determinant of productivity, underscoring the value of ongoing training, mentorship, and professional growth opportunities. Employees who have access to skill-enhancing programs, constructive feedback, and structured career development pathways are more likely to feel engaged and motivated in their roles. The study suggests that investment in staff development yields substantial returns by fostering a skilled and committed workforce. Organizations that prioritize professional growth tend to experience higher levels of employee loyalty and output, as employees are better equipped and motivated to meet job demands effectively.

For the Kirinyaga County Government, a focus on staff development implies creating opportunities that encourage learning and growth. By building a robust framework for training, feedback, and career advancement, the organization can establish an environment where employees feel valued and capable. This can be achieved through initiatives like mentorship programs, skills workshops, and continuous learning incentives. When employees perceive that the organization is committed to their development, they are more likely to reciprocate through higher engagement and productivity.

Furthermore, creating clear career development pathways within the organization can reinforce commitment and encourage long-term retention. By offering advancement opportunities and aligning training initiatives with potential career progressions, management demonstrates a commitment to employee growth. Recognizing and rewarding employees who participate in development programs can also incentivize continuous learning and professional improvement. This structured approach to staff development not only builds a skilled workforce but also fosters loyalty and engagement, as employees feel valued and supported in their professional growth.

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