



Determinants of Employees' Performance in the Energy Sector in Kenya: A Case Study of Rural Electrification and Renewable Energy Corporation (Rerec)

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ABSTRACT

This study aimed to determine the determinants of employee performance in the energy sectors in Kenya: a case study of Rural Electrification and Renewable Energy Corporation (REREC). The specific objectives of the study are the working conditions and training of employees in the energy sector in Kenya. The literature review has shown that various factors do play a role in determining the level of employee performance. However, the specific effects these factors have on employee performance have yet to be determined. The findings of this research will have significant implications for policy makers and managers in the energy sector in Kenya. By identifying the factors that influence employee performance, policy makers and managers can develop strategies to improve employee performance, which can lead to increased productivity, efficiency, and profitability. This research also contributed to the academic literature on employee performance and provide a foundation for future research in this area. The study was based on equity theory and supported by human capital theory and learning curve performance management theory. A descriptive research design was used to conduct the study. The target population of the study was 300 employees and a sample size of 150 was selected using stratified sampling technique. Data was collected through questionnaires. The pilot study consisted of 15 employees randomly selected from the target group. Quantitative data was analyzed using basic statistics and SPSS, findings were presented using tables. The research study was governed by ethics. The questionnaires contained closed questions. They are on a five-point scale that allows for more direct and comparable responses that eliminate question/statement variability. It indicated the extent to which individual questions or statements (items) are operationalized to reflect the intended variables and allow respondents to provide quantifiable information about the questions created, which were then piloted on a sample of respondents from work at Rural Electrification and Renewable Energy Corporation. The study showed that working conditions and training positively influence the level of employee performance at REREC. The study found that 10.5% of the variation in employee performance at REREC were explained by organizational factors including; working conditions and training according to an adjusted R square of 0.105. However, the study recommends that REREC consider improving the communication channel to support staff. The study also recommended that there should be improvement of working conditions and customized learning to improve the performance of employees in REREC. The study recommends further studies in this areas of employee trainings.

Keywords; Employee performance, working conditions and training of energy sector

1. INTRODUCTION

The achievement of economic growth and development is a goal in both emerging and developed countries, according to (Nkuah, Tanyeh, & Gaeten 2013). This was accomplished through planning ways to achieve full employment and effectively promoting, establishing, and growing the energy sector. The success of the energy sector globally depends on employee performance. The global economy and society are fundamentally dependent on the energy sector. This sector is heavily reliant on the skills, knowledge, and expertise of its workforce. Therefore, employee performance in the energy sector is crucial to ensuring that the industry is functioning optimally. There is a growing emphasis globally on improving employee performance in the energy sector. Various measures, such as training, development, and performance management systems, are being implemented to optimize employee performance (Wang, 2018).

An important area of study in organizational psychology, human resource management, and allied disciplines is employee performance. It aims to comprehend the variables that affect employee performance, such as personal traits, work design, management and leadership styles, and organizational culture and climate. Researchers have been examining many facets of the subject, such as motivation, job satisfaction, work engagement, and job performance, in studies on employee performance for many years (Frey & Osborne, 2017). These studies have employed diverse approaches, including surveys, interviews, case studies, and experimental designs. They have also been carried out in a variety of organizational settings, including small and medium-sized businesses, multinational firms, and organizations in the public and private sectors.

Employee performance in the energy industry was affected globally by a variety of issues that cut across national borders. Among the most important factors are technological advancements globally. Employee performance is impacted by the quick development of technology, including renewable energy, smart grids, and digitization (Segbenya & Yeboah, 2022). Employee performance can be improved if they have the knowledge and flexibility to use these technologies properly. International legislation and global energy markets have an impact on how well employees in the industry perform. Employee performance was impacted by shifting energy prices, geopolitical variables, and global sustainability and climate change accords. It is essential to be able to negotiate regulatory frameworks and adapt to changes in the market. The performance of employees in the energy sector is impacted by the growing emphasis on environmental sustainability around the world (Noe, 2018).

In a study published in 2017 by Steurer, Runnings, and Reib, the authors investigated the connections between technological advancements, consumer awareness, and energy providers' efforts to innovate in the German home heating market. The researchers, using a mix of quantitative and qualitative techniques such as questionnaires, interviews, and case studies, gathered data from energy firms. According to the research, employees who were aware of technological prospects and had a proactive attitude toward innovation performed better. The study placed a strong emphasis on the value of building an organizational culture that values innovation and encourages employee collaboration and information sharing. The report also made the case that training and learning initiatives that are ongoing may help workers become more technologically savvy, which would boost their performance in the energy sector. Adaptability to changes in the industry and navigational skills (Steurer, 2017)

The performance of employees in the energy sector is influenced by particular elements at the regional level. Depending on geographical dynamics, energy mix, and market features, these variables can change. Among the things to consider are the energy resources in the region: The use and accessibility of local energy resources affect how well employee's function. Depending on the makeup of their energy business, regions with a concentration of a certain type of energy resource, such as oil, natural gas, or renewable energy sources, may have different performance drivers (Shabbir, 2020). Regional political stability, economic conditions, and policy frameworks influence employee performance. The effectiveness of personnel in the sector was impacted by variables like governmental laws, investment incentives, and regional energy markets. Regional Collaboration and Partnerships: Collaborative initiatives, such as regional energy partnerships and intergovernmental agreements, influence employee performance. Collaborative efforts can lead to knowledge sharing, technology transfer, and enhanced cooperation, which positively influence performance outcomes. (Rahman, Qureshi, & Azam 2019)

Employees from energy businesses were surveyed and interviewed by the researchers in various Southern African nations. They evaluated the organizational safety culture, taking into account safety procedures, communications, and employee attitudes toward safety precautions. Indicators of employee performance, including productivity, job satisfaction, and safety compliance, were compared to the safety atmosphere in the study. According to the study, the Southern African energy the purpose of the study by Nyamweya, Opera, and Ochieng (2017) was to investigate the connection between employee motivation and productivity in the Kenyan energy industry. Employees from several energy firms in Kenya participated in surveys and interviews that were done by the researchers. They evaluated motivating elements like prospects for career advancement, prizes, and aspects like job satisfaction and recognition. The study examined how these variables affected measures of employee performance such as dedication, productivity, and innovation. The study emphasized the important role that employee motivation plays in determining performance in Kenya's energy sector. Employees who felt content in their positions, received praise for their efforts, and had chances to grow in their careers performed at greater levels. The results highlight the significance of creating a happy work atmosphere, offering rewards, and encouraging employee participation to improve performance.

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1.1 Statement of the problem

Despite the increasing importance of the energy sector, organizations within the industry are facing challenges in ensuring optimal employee performance. There is a lack of understanding regarding the key determinants that influence employee performance, hindering the ability of energy companies to effectively maximize productivity, efficiency, and innovation. This knowledge gap creates a need to identify and address the specific factors that contribute to employee performance in order to enhance overall organizational success and competitiveness within the energy sector (Thumbi and Ragui, 2019).

Since the business environment is so competitive, corporate organizations' top priority today is to improve employees' job performance in order to obtain the outcomes they need. However, this is becoming more difficult. The researcher is interested in this topic because there are several signs of poor performance among Kenya's parastatals. The majority of employees arrive at work late and leave early, find any excuse to avoid working, or engage in time-wasting activities like reading newspapers all day. They have not kept up with the times, such as the use of contemporary information technology.

In research on the impact of training and development initiatives on workers' performance in the energy industry, Liu and Zhang (2019) emphasized the significance of lifelong learning and skill development for improving both individual and organizational performance.

It was discovered by Chen and Li (2019) that there is a favorable correlation between work-life balance and employee performance in the renewable energy sector, underscoring the need to promote employees' personal wellbeing to raise their performance levels. A considerable association was found between a supportive and positive culture and high levels of employee performance and satisfaction when Johnson and Williams (2019) examined the impact of organizational culture on employee performance in the energy sector. Rutherford and others (2019).

The study aims to address the challenges related to working conditions and training in the context of employee performance at REREC. Employees at the corporation

The Specific Objectives of the study were to;

- i. To determine the effect of working conditions on employee performance in Energy sector in Kenya.
- ii. To establish the effect of training on employee performance at Energy sector in Kenya.

2.0 LITERATURE REVIEW

2.1 Learning Curve Performance Management Theory

Learning Curve was founded in 1992 by John Lee. It began producing Thomas Wooden Railway toys in 1992 under the direction of Roy Wilson. This theory suggests that employees learn and improve their performance in a predictable and measurable way over time. It emphasizes the importance of providing training and development opportunities to enhance employee performance. The learning curve is a concept that originated in the field of psychology and has been widely applied in various industries, including performance management. The learning curve represents the relationship between the cumulative amount of learning or experience gained and the corresponding improvement in performance or efficiency (Argote 2013; Lampre 2011).

According to the learning curve concept, individuals or organizations tend to improve their performance over time as they gain experience, acquire new knowledge, and refine their skills. As they repeat tasks or processes, they become more efficient, reducing the time and effort required to perform them. The learning curve implies that with practice and experience, performance improves, costs decrease, and productivity increases performance management principles can be applied in conjunction with the learning curve concept to optimize employee performance and skill development. Here's how these concepts can be connected. Performance management involves setting clear and specific goals that provide direction and focus for employees. Goals can include improving performance metrics, increasing productivity, or acquiring new skills. By aligning goals with the learning curve concept, organizations can encourage employees to continually enhance their performance through learning and skill improvement (Posen et al. 2018).

Regular feedback and coaching are essential components of performance management. Providing constructive feedback and coaching sessions can help employees identify areas for improvement and address any challenges they may encounter during the learning process. Feedback and coaching can guide employees along the learning curve, ensuring continuous growth and performance enhancement. Training and Development: Performance management can incorporate training and development initiatives to facilitate learning and skill improvement. Offering relevant training programs, workshops, or mentorship opportunities can accelerate employees' progress along the learning curve, enabling them to acquire new knowledge and enhance their capabilities (Benitez et al. 2018). Recognizing and rewarding employees for their progress and achievements along the learning curve can boost motivation and engagement. Acknowledging their efforts and improvement reinforces a culture of continuous learning, working conditions and performance enhancement.

2.2 Empirical Literature Review

2.2:1 Working Conditions and Employee Performance

The surroundings in which workers conduct their duties are referred to as the physical work environment. It takes into account elements including temperature, lighting, noise, ventilation, and workstation design. The impact of the physical work environment on employees' performance in the energy sector has been examined in a number of studies. In a Danish energy firm, Jensen, Spenser, and Jepsen's (2017) study looked at how indoor environmental quality affected workers' productivity. According to the study, workers who were exposed to poor indoor environmental quality, which is characterized by high levels of carbon dioxide and little ventilation, performed worse than those who did. The study also found that improving indoor environmental quality through enhanced ventilation and reduced carbon dioxide levels resulted in improved employee performance.

A study by Chen, Liao, and Wang (2018) investigated the relationship between lighting conditions and employee performance in a petrochemical plant. The findings revealed that employees who worked in a well-lit environment had higher performance levels compared to those working in poorly lit areas. The study concluded that adequate lighting conditions positively influenced employee performance by reducing visual discomfort and fatigue and improving visual performance. A study by Boudreau and Ramstad (2019) examined the impact of noise levels on employee performance in a nuclear power plant. The findings showed that high levels of noise in the work environment negatively affected employee performance by increasing stress levels and reducing concentration. The study suggested that reducing noise levels in the workplace could improve employee performance in the energy sector. Safety is a critical aspect of working conditions that can significantly impact employee performance in the energy sector. The energy sector involves complex and hazardous operations that pose potential risks to employee safety. Therefore, ensuring a safe work environment is crucial for maintaining employee well-being and optimizing performance.

A study by Zhang, Xu, and Wang (2016) investigated the effects of safety climate on employee performance in a coal mine. The findings revealed that a positive safety climate, characterized by a supportive safety culture, safety policies, and safety communication, was positively associated with employee performance. The study concluded that a strong safety climate was crucial for enhancing employee performance in the energy sector.

2.2.2 Training and Employee Performance

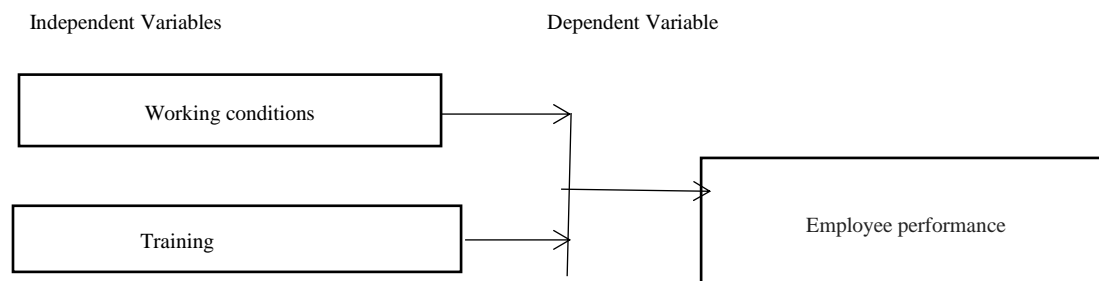
Participating in training programs allows employees to pick up new abilities and knowledge that can help them perform better at work. Empirical studies show that training can significantly improve employees' knowledge of the energy industry. Li et al.'s (2018) study, for instance, looked at how a technical training program improved the level of knowledge among staff members at a solar energy company. Employees who received the training reportedly had a lot more technical understanding than those who did not, according to the study.

The impact of a safety training program on staff members' understanding of safety laws at an oil refinery was investigated in a study by Wang et al. (2019). The results showed that employees who underwent the training had significantly higher levels of safety knowledge compared to those who did not receive the training. These findings suggest that training programs can effectively improve employees' knowledge in the energy sector, which can positively impact their job performance. Through training programs, individuals' skills and talents are also being enhanced, which may have a noticeable impact on how well they perform at work. Numerous studies have shown that training can enhance employees' skills in the energy sector. For instance, Chen et al.'s (2017) study looked at how a technical skills training program affected the performance of power plant employees. Employees who took part in the training demonstrated considerably greater levels of technical proficiency than those who did not, according to the study. Liang et al. (2019) investigated the impact of a leader's style on a group.

The success of training programs can also be influenced by contextual elements as the type of energy sector (e.g., oil and gas, renewable energy), job role, and work environment. The effectiveness of training programs may change in accordance with, for instance, the type of energy sector, which may demand varied technical skills and knowledge (Riggio et al., 2018). Additionally, the relevance and application of the training content may depend on the employment rolls of the employees, which may affect the training's results (Sitzmann et al., 2019). The transfer of training to job performance can also be influenced by the workplace environment, which includes elements like work pressure, a culture of safety, and support from co-workers (Arthur et al., 2018). Therefore, the impact of training on employee performance might be moderated by contextual circumstances.

2.3 Conceptual Framework

The relationship between the factors that will be looked at in the research study is outlined in the conceptual framework. The conceptual structure of this study includes one dependent variable, employee performance, and two independent variables, working conditions and training.



3.0 RESEARCH METHODOLOGY

3.1 Research design

The general plan or strategy that specifies how the research study was conducted is referred to as the research design, according to Creswell. (2017). Outlines a strategy for gathering, evaluating, and interpreting data in order to achieve research goals and respond to research questions. For the study, the researcher employed a descriptive design. Because no factors were manipulated during data collection and reporting, a descriptive survey design is adequate.

3.2 Target Population

The group or population that the researcher wishes to analyse and form conclusions about is referred to as the target population by it. (Babbie 2016). The wider group from which the research sample was drawn is represented 300 REREC personnel were the intended audience (Databank 2020). Employees at various organizational levels, such as managers, operational teams, technicians, and support staff, were the focus of the study. The involvement of workers at all organizational levels served to provide a thorough picture of worker performance in Kenya's energy sector.

3.3 Sample and Sampling Technique

A sample, according to Sekaran, and Bougie, (2016), is a subset of people or items chosen from the target group in order to represent and shed light on that population. A technique called stratified random sampling was used to choose the sample for this investigation. The probability sampling method known as stratified random sampling is employed by first dividing the population into smaller groups, or strata, and then choosing a sample from each stratum Creswell, (2014).

Research design was defined by Creswell, & Creswell. (2017) as the comprehensive strategy or plan outlining how the research project will be carried out. Outlines a plan for gathering, analysing, and interpreting data in order to achieve research goals and address research-related difficulties. A descriptive study design was employed by the researcher. The use of a descriptive survey design is appropriate because it allows the researcher to collect information and describe the situation exactly as it is without introducing any new factors.

Table 1: Sample size

Sample	Total Population	50% Sample size	Percentage %
Managers	40	20	13
Operational team	120	60	40
Technicians	80	40	27
Support Staff	60	40	20
TOTAL	300	150	100

Source: RREC Databank (2020)

3.4 Data Collection Instruments

The tools or procedures used to collect data from study participants were referred to as data collection instruments. These tools aid researchers in gathering data that is pertinent to their goals and issues (Oppenheim, 2008). At Rural Electrification and Renewable Energy Corporation, the researcher will utilize a questionnaire to gather information. It was decided to gather information on employee performance using a standardized questionnaire. A closed-ended question was included in the survey and was created to gather data on several areas of employee performance, such as working conditions and training.

3.5 Pilot Study

According to Miles, (2014), a pilot study is a small-scale preparatory study conducted before the main research to assess the research concept, procedures, and data collection methods. A pilot study will look at the reliability and validity of the questionnaire used in this investigation. The surveys include closed-ended questions on a 5-point Likert scale to enable more direct comparison of the replies and to remove question/statement variations, 15 employees will be selected at random for the pilot project, and these questions will show the extent to which specific questions or statements (items) are operationalized to reflect the intended variables and allow respondents to provide quantifiable information. Pilot research will be conducted before the actual data collection to look for any potential questionnaire difficulties and make any necessary revisions. These piloted surveys won't be used in the final study. The results of the pilot test will be used to modify the study instrument's wording and instructions.

3.6 Data Analysis and Presentation

In order to find significant patterns, relationships, and insights, Bryan and Bell (2015) define data analysis as the systematic examination and interpretation of data gathered from research. To address the research questions and test the study hypotheses, the obtained data was examined using descriptive statistics and inferential statistics. The information gathered from the respondents was summarized and described using descriptive statistics. Data's central tendency and variability will be described using metrics like mean, standard deviation, frequency distribution, and percentage.

Tables were used to present data in order to improve comprehension and interpretation of the results. The results were reviewed in relation to the study's goals, and conclusions were made in light of the data analysis's findings. Statistical tools like SPSS were used for data analysis and presentation. To make it easier to comprehend the links between factors and how those interactions affect employee performance, software was utilized to produce tables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where Y represents employee performance as the dependent variable,

β_0 -is a constant term

X1-working conditions

X2-Training

ϵ - is the error term.

The data was then be presented in the form of detailed descriptions with the use of others

Presentation in tables

4.0 DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Response Rate

120 of the 150 questionnaires that were distributed were satisfactorily filled in and returned, yielding a 95% response rate demonstrated in table below.

Table 2: Response Rate

Response	Number	Percentage
Respondent	120	95%
Non-Respondent	30	5%
TOTAL	150	100%

According to Saunders, Lewis, Thornhill, and Bristow (2019), a response rate of 50% is sufficient for data analysis, a rate of 60% is good, and a rate of 70% or more is very good. This suggests that the response rate for this study is excellent for data analysis.

4.2 Demographic Profile of the Respondents

Men made up the majority of respondents (58%) and women made up the remaining 42%. The study participants' gender distribution was unbalanced, nevertheless. Regarding the respondents' age distribution, the most (50%) were between the ages of 31 and 34, followed by 27% those in the 25-to-30-year age range, then (15%) those in the 41-to-50-year range, and finally the least (8%) belonged to the age range above 51 years. In terms of academic achievement, the majority of respondents (50%) had completed their education at the university level, followed by (40%) those who had earned a diploma, and the least number of respondents (10%) had completed their secondary certificate. The results indicate that respondents were educated. Regarding the length of time spent working, the majority of respondents (50%) had done so for between one and five years, followed by (33%) those who had done so between six and ten, 8% for less than a year, and finally (7%), those who had done so for between eleven and fifteen years. The smallest percentage of respondents (2%) has worked for the company for more than 16 years. The majority of the respondents had sufficient expertise and knowledge, according to the results, to answer the research questions.

4.3 Descriptive Statistic on Working Conditions and Employee Performance

The researcher sought to determine the effect of working Conditions on employee performance. The respondents score the agreement to the statements (Where 5=Strongly Agree, 4= Agree, 3=Neutral Sure 2=Disagree and 1=Strongly Disagree)

Table 3: Working Conditions on Employee Performance

Statement	1	2	3	4	5	N	$\frac{\sum fx}{\sum f}$	S. D
Job requirements are well explained during recruitment	9	10	29	47	25	120	3.6842	0.99483
There is adequate support from the supervisors while performing my duties	12	16	32	37	23	120	3.3824	1.16145
The organization is committed to ensuring safety at work	24	19	35	27	15	120	3.1053	1.14987
For controlling working conditions and making sure we comply with labour laws, we have a written plan and procedures.	15	23	24	47	11	120	3.3263	1.00730

The acceptance by respondents that job requirements are well explained during recruitment (Mean=3.6842) is consistent with the principles of effective human resource management. Research by Casco (2020) emphasizes that clear job requirements communicated during the recruitment process led to better role understanding and employee alignment with organizational goals. Clear job expectations are essential for minimizing role ambiguity and enhancing job satisfaction

The neutral response from respondents regarding adequate support from supervisors while performing duties (Mean=3.3842) highlights the significance of supervisory relationships. A study by Wiesenberger et al. (2019) suggests that supervisor support enhances employee well-being and job performance by fostering a sense of belonging and psychological safety. Organizations that prioritize supportive leadership tend to experience higher levels of employee engagement and commitment.

The neutral response to the company's commitment to ensuring safety at work (Mean=3.1053) underscores the importance of a safety-oriented culture. Research by Zohar (2019) indicates that a strong commitment to safety reduces accidents and injuries, leading to improved organizational performance and employee morale. Safety-oriented organizations tend to exhibit lower absenteeism rates and higher levels of employee satisfaction.

The agreement among respondents regarding the existence of a documented strategy and policies for managing working conditions and ensuring employee compliance with labour legislation (Mean=3.3263) aligns with Research by Gomez-Mejia et al. (2019) emphasizes the necessity of organizations adhering to labour laws to prevent legal risks, reputational damage, and potential financial penalties. Strategies for keeping employees informed about labour legislation contribute to legal compliance and demonstrate organizational commitment to ethical practices. Research by Guest (2017) supports the findings that informed employees are more likely to actively participate in the workplace and contribute to a positive work environment. Empowered employees tend to exhibit higher levels of engagement and job satisfaction.

4.4 Descriptive Statistic on Training and Employee Performance

The researcher sought to determine the effect of training on employee performance. The respondents score the agreement to the statements (Where 5=Strongly Agree, 4= Agree, 3=Neutral Sure 2=Disagree and 1=Strongly Disagree)

Table 4: Training and Employee Performance

Statement	1	2	3	4	5	N	$\frac{\sum fx}{\sum f}$	S. D
Employee skills set evaluation is done regularly	4	4	2	51	60	120	4.3947	.80801
Managers share training feedback	12	10	15	47	36	120	3.8000	1.18277
Training programs prepares employee for Succession Planning	6	4	20	40	50	120	3.7053	1.22905
Trainings are tailored on improving employee competencies	0	13	23	24	60	190	3.5316	1.07721

There was a strong agreement that employee skills set evaluation is done regularly (Mean=4.3947) highlights the importance of skill assessment. Research by Anguini's (2017) emphasizes the role of performance evaluations in identifying employee strengths and development areas. Regular skills assessment enhances the accuracy of training needs identification and supports targeted training interventions.

The managers agreed that Managers share training feedback with a mean of 3.8000 this finding aligns with Guffey and Loewy (2019) highlights that clear and transparent communication enhances collaboration and trust among team members. Managers who share training feedback demonstrate openness and a willingness to support employees' growth.

The acceptance that training programs prepare employees for succession planning (Mean=3.7053) aligns with talent development strategies. Research by Rothwell et al. (2020) highlights the importance of preparing employees for future leadership roles through structured training programs. Effective succession planning ensures a pipeline of skilled leaders for organizational growth.

The acknowledgement that trainings are tailored to improve employee competencies (Mean=3.5316) reflects the importance of competency-based training. Research by Noe (2017) emphasizes that aligning training programs with specific competencies improves skill development and job performance. Competency-based training ensures that employees acquire the skills needed for current and future roles.

4.4 Descriptive Statistic on Employee Performance

The researcher sought to determine the performance of the employee at REREC. The respondents were to score the agreement to the statements (Where 5=Strongly Agree, 4= Agree, 3=Neutral Sure 2=Disagree and 1=Strongly Disagree)

Table 5: Employee Performance

Statement	1	2	3	4	5	N	$\frac{\sum fx}{\sum f}$	S. D
Quality of work in my organization enhances employee performance	4	4	3	64	45	120	2.1842	.81176
Employee performance contributes to organization productivity	0	0	27	57	36	120	2.6842	.80350
Productivity of employees is much higher than industry average	4	10	14	59	33	120	3.0789	.77145
My organization has secure retirement plan Employee satisfaction has a positive and significant impact on organizational performance	2	4	11	63	40	120	3.9737	.79231

Majority of the respondents were neutral to the statement Quality of work in my organization enhances employee performance by a mean of (2.1842). Respondents were neutral to the statement Employee performance contributes to organization productivity by a mean of 2.6842. The respondents agreed to a mean of (3.0789) to the statement Productivity of employees is much higher than industry average they also agreed to the statement organization has secure retirement plan employee satisfaction has a positive and significant impact on organizational performance with a mean of 3.9737.

4.4 Estimate Model

To determine the association between the specific independent factors and the dependent variable at a 95% confidence level, a regression coefficients review was also conducted. The analysis' findings are displayed in Table 13

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.854	.369		10.439	.000
Working condition	.100	.044	.169	2.280	.024
Training	.222	.059	.266	3.777	.000

Summarized model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = 3.854 - 0.100X_1 + 0.062X_2 + 0.222X_3 - 0.280X_4 + \varepsilon$$

Where:

Y – Employee performance (Dependent Variable)

X₁- working conditions (Independent Variable)

X₂- training (Independent Variable)

β₀ - Is the constant of the model

β₁ – β₄ Are the regression coefficients

ε – Stochastic error term estimate

Y (Dependent Variable - Employee Performance): This represents the variable you are trying to predict or explain. In this context, it's the measure of employee performance, which is the outcome you want to understand better.

X₁ (Independent Variable - Working Conditions): This is the first independent variable being considered in the analysis. It represents the effect of working conditions on employee performance. The coefficient β₁ (regression coefficient of X₁) represents the expected change in employee performance for a unit change in working conditions, holding other variables constant.

X₂ (Independent Variable - Training): This is the third independent variable. It represents the effect of training initiatives on employee performance. The coefficient β₃ (regression coefficient of X₂) represents the expected change in employee performance for a unit change in training, with other variables held constant.

β₀ (Constant): This is the intercept of the regression equation. It represents the estimated value of the dependent variable (employee performance) when all independent variables (working conditions and training) are zero.

ε (Stochastic Error Term Estimate): This represents the variability in employee performance that is not explained by the independent variables included in the model. It accounts for factors not considered in the model, random fluctuations, or measurement errors.

The specific coefficients (β₁, β₂,) represent the strength and direction of the relationships between each independent variable and the dependent variable. For example, a positive coefficient indicates that an increase in the corresponding independent variable is associated with an increase in employee performance, while a negative coefficient suggests a decrease in employee performance.

The summarized model equation ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$) provides a framework for understanding how these independent variables collectively contribute to explaining variations in employee performance. By analysing the magnitude and significance of the regression coefficients, you can assess the relative importance of each independent variable in influencing employee performance. The standardized beta coefficients for employee performance (working conditions and Training) are -.100, and .222 respectively, which shows that the relationship between variables is neutral.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Working conditions and employee performance

Strong agreement on ergonomic practices and health benefits underscores the organization's commitment to providing a comfortable and safe work environment. Employees who are physically fit are more likely to focus on their tasks, leading to increased productivity and efficiency.

The effect of work quality on employee performance suggests that employees may not fully perceive the connection between the quality of their work and its effect on their performance. This underscores the need for clearer communication about this relationship.

Providing comprehensive health benefits to organizations contributes to employee well-being, both physically and mentally. Employees who feel cared for are likely to experience less stress and greater job satisfaction, which will positively affect their overall performance.

5.2 Training and employee performance

A deeper examination of the relationship between training and employee performance offers valuable insights that organizations can use to create effective training programs, improve skill development, and ultimately increase overall organizational performance. Analysing respondents' views on training provides insight into how training initiatives influences employee competencies, growth and their ability to contribute effectively. Here are other conclusions and implications to consider:

The respondent's agreement to regularly evaluate employee skills indicates that the organization recognizes the importance of continually evaluating and matching employee skills with evolving job requirements. This practice fosters a workforce that is adaptable and able to address dynamic challenges.

The neutral response to customized competency-based training highlights the potential to further tailor training initiatives to address specific skill gaps and individual development needs. Tailored programs can increase employee confidence and performance.

Feedback on training and succession planning: An agreement to share feedback from managers reflects a commitment to foster open communication. In addition, the adoption of training programs preparing employees for succession planning indicates a progressive approach to talent development.

5.3 Recommendations

Based on the findings and analysis conducted in this study on the determinants of employee performance in the context of working conditions and training the following recommendations were suggested that continually evaluate and improve the physical and psychological aspects of the work environment and ensure that employees have a comfortable and safe place to work. Prioritize ergonomic practices, lighting, seating, and overall workspace design to promote employee well-being and productivity.

Tailor training programs to address specific skills gaps and individual employee development needs.

Offer a mix of formal and informal learning opportunities to cater for different learning styles and preferences.

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