
Effect of Psychological Climate on Employee Performance in Government Ministries, Nandi county, Kenya

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Abstract:

Purpose: The purpose of this study was to examine the effect of psychological climate on employee performance. The theory informing the study was content theories.

Material/methods; explanatory research design was adopted. The target population comprised employees from the ministries in Nandi county totaling 240, the sample size of 144 employees were selected using stratified random sampling. Primary data was collected by use of structured questionnaire. Data analysis comprised both descriptive statistics in particular frequencies and percentages, and inferential statistics which included correlation analysis which was used to test the direct relationship between key variables. Regression analysis was utilized to test hypotheses. The coefficient was calculated for the relationship between psychological climate and employee performance.

Findings: Study findings showed that the psychological climate has a positive and significant effect on job performance. However, despite the existence of positive relationship, there were gaps identified in terms of the management not being able to recognize the effort and contribution of their workers and in terms of low trust levels between workers and their superiors.

Conclusion: The study hence recommends that there is need for government ministries to consider the perception of employees about their work environment by putting in place better and positive psychological climate which will enhance employee performance. this include: having flexible works schedules for employees, where possible delegate duties to them and ensure that employees ideas are taken into consideration. Also, the management needs to clearly define the roles of employees and ensure that they understand their work responsibility. Besides, organizations should see to it that their employees feel useful in their job and can freely express themselves.

Keywords: Supportive Management, Role clarity, Contribution, Self-expression, Employee Performance

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1. Introduction

In the current trend on performance a number of organizations are trying to cope with the challenges of competition and creating competitive edge to retain their image and positions in the market. Employee job performance has always been an important concern for managers of organizations (Kelidbari, Dizgah, & Yusefi, 2011). Similarly, employee performance is key edifice of an organization therefore, aspects that place the grounds for high performance must be scrutinized critically by the organizations for them to succeed (Abbas & Yaqoob, 2009). Considering this and putting in mind the emerging issue of employee's performance, managers is finding it increasingly advantageous to prioritize psychological climate (Mutai, 2011).

Organization climate refers to the perceptions, feelings and moods that characterize its environment (Ekvall, 1996). Climate plays an important role in influencing the contextual responses of a firm's employees to different situations and circumstances. Psychological climate with regards to creativity, therefore, refers to the feelings and expectations that either encourage or discourage employees from using their intuition and creativity to identify and exploit opportunities or to identify and remedy instances of inefficiency. As such, it influences the thought processes of the employees of a business and their rationalization as a result. For example, if organization X has a bureaucratic structure with a poor succession structure that promotes people based on sycophancy and not merit, its employees will be less likely to go out of their way to achieve higher goal accomplishment. The major impediment will be the fear of blame in case of a problem developing as a result of their intervention or blame for deviating from standard operating procedures (Isaksen and Lauer, 2002). Organization climate and its psychological climate affect each other because of the unsaid rules and barriers they create that affect the way people behave and carry out the execution of their tasks (Isaksen, 2007). These unseen and unwritten rules and codes also play a big role in affecting how employees relate with each other and how they interact with the company's structures and systems (Barkhi and Kao, 2011). Many studies conceptualize psychological climate as the thoughts and perceptions that form in the minds of a firm's employees from their real working experiences that show how their companies go about their business organically (Isaksen and Lauer, 2002). It stems from the collective assessments of what or how the company is run and is expected to run its day-to-day activities and processes, which is the consensus definition of organizational climate (Bharki and Kao, 2011).

Climate, contingent upon whether authoritative or psychological, keeps on being customarily operationalized in connection to people's responses to the assessment of their regular job environment (D'Amato and Zijlstra, 2008). In such association, literature review of psychological climate signifies that individual convictions together with practices are its basic outcomes (James *et al.*, 2008). Psychological climate is beneficial to research predominantly in light of the fact that its association with job satisfaction could offer administration with valuable knowledge to evacuating the obstructions to inspiration. Some normal workplace concerns connected with the perceptions that shape how employees respond to elements in their environment (Kuo and Wu, 2012).

Bowen and Ostroff (2004) are also of the consensus that psychological climate is highly subjective and even though it might have some common features in a large

population of staff members, the different contexts in which they work coupled with their backgrounds result in differences, no matter how slight, in overall perceptions. However, there is a lot of congruence between the personal definitions of climate and psychology and the experiences that accompany them across different companies and sectors because of the similarities in performance models and operations. However, there is presence of minimal knowledge effect of psychological climate on employee performance specifically; in public offices necessitated this study and it addressed this gap.

The government appreciates that the performance in the sector continues to be wanting despite of the considerable resources it has pumped in to improve service delivery (GoK, 2011). Further looking at government ministries in Kenya; there exist signs and symptoms of low work performance and poor service delivery. These signs and symptoms include: errors in work; complaints; poor customer service; regular tardiness; high absenteeism; long lunch breaks; fall of quality of work; bad attitudes through arguments; poor service; failing to follow instructions or outright disobedience among others. This necessitates the public sector to look for ways to deal with poor performance. The need to improve the quality of service has elicited a change in perspective from the effectiveness of processes to the compatibility between position holders and the roles they execute. The rationale behind this is the increasing evidence of the importance of psychological climate in the performance of roles and functions. So, despite the right person being placed on the right job, there still exist a gap in performance hence low productivity or low service delivery. The study will therefore seek to establish the reason behind this in relation to psychological climate and what can be done to improve on this. The results of which should provide insights into how companies can improve their jobs roles so that they enhance the working environment to promote the high performance of their staff. Thus, the hypothesized that:

- H₀₁: There is no significant effect of supportive management on employee performances in the selected government ministries in Kenya.*
- H₀₂: There is no significant effect of role clarity on employee performances in the selected government ministries in Kenya*
- H₀₃: There is no significant effect of contribution on employee performance in government ministries in Kenya*
- H₀₄: There is no significant self-expression on employee performance in government ministries in Kenya*

1.1. Theoretical framework

The study was informed by Content Theories. Content theories focus on what it is in individuals or the environment that energizes and sustains people. Content theories assume that all individuals have the same set of needs and stipulate the characteristics that should be evident in jobs. These theories identify factors that lead to employee satisfaction or dissatisfaction (Gruneberg, 1979; Staples, & Higgins, 1998). The content theories include Maslow's needs hierarchy, Herzberg's two-factor theory, Alderfer's ERG theory and McClelland's needs theory. According to Alderfer's theory, the individuals' needs can be classified into three groups, namely existence, relatedness and growth (Fincham & Rhodes, 2005). Existence needs. These are basic needs such

as nutritional and material requirements. From a work perspective, this refers to issues such as pay and working conditions. Relatedness needs. These needs are fulfilled through interacting and building relationships with family and friends, and in the work context, with peers and colleagues. Growth needs. These refer to the individuals' personal psychological needs and are represented in a continuum, along which individuals can move in either direction. This theory, in contrast to Maslow's, states that even though lower order needs have been met, they are still important and will continue to satisfy individuals, and are not superseded by the higher-order needs (Fincham & Rhodes, 2005). Maslow (1943) postulates that individuals are satisfied when certain needs are met. These needs are arranged hierarchically and divided into lower- and higher-order needs. He holds that before the higher-order needs can be satisfied, the lower-order needs first have to be met. The first three needs are considered to be lower-order needs, while the fourth and fifth are higher-order needs (Gruneberg, 1979).

The lowest-order needs include basic physiological needs that individuals are primarily concerned with satisfying such as food, water, air and shelter. These are followed by safety needs like freedom from physical, economic and emotional harm. Once the physiological and safety needs have been satisfied, social needs such as the need for love, affection and belongingness emerge. Organizations see to these social needs through the establishment of office canteens and social programmes. The perceptual approach postulates that organizational climate originates in the individual, which is in direct contrast to the aforementioned approach which views organizational structure as the basis of organizational climate (Moran & Volkwein, 1992). According to this approach, the individual interprets and responds to the situation in a way that is psychologically meaningful to him/her. The individual perceives the organizational conditions and then creates a psychological representation of the climate. The term "organizational conditions" refers to the structural characteristics highlighted in the previous approach and includes organizational processes such as communication, influence, leadership and decision-making patterns (Moran & Volkwein, 1992). Hence, climate is reflective of personal and organizational interaction.

2. Literature Review

All the aspects of an organization are important in ensuring high growth and sustainable success because of how intricately they lead into and fit in with each other. Psychological climate, therefore, is an important measurement of the advances in firm climate and culture and plays an instrumental role in advising how employees respond to situations organically (Wollard and Shuck, 2011). It is a construct of experience and normally bases its rationalizations on the way top management subtly encourage employees to handle processes, particularly those that deal with service delivery and reporting (James et al., 1990; Brown and Leigh, 1996; Burke *et al.*, 2002; Biswas and Varma, 2007).

2.1. Supportive management

An issue that has important implications for psychological safety is whether management prescribes and expects highly regimented behavior or allows flexibility with respect to how tasks are accomplished. Managers differ in the ways they convey

organizational demands and supervise and reinforce subordinates' behavior. Supportive management style allows subordinates to try and fail without fear of reprisals. It also gives them control over their work and the methods they use to accomplish it. Employees can experiment with new methods of achieving their goals and bring their creativity to bear on work problems they confront. In contrast, rigid and inflexible management control over work methods is likely to signal that management has little trust in employees or confidence in their abilities to carry out job duties without close supervision. The control, freedom of choice, and sense of security engendered by supportive management are likely to enhance motivation and induce greater job involvement (Argyris, 1964; Deci & Ryan, 1985; Kahn, 1990). Supportive managers will allow their subordinates to control their own work activities and methods for accomplishing their tasks without fear of punishment (Brown & Leigh 1996). This results in an increase in motivation and greater job involvement (Deci & Ryan, 1985).

2.2. Role Clarity

Role clarity refers to the ability of a manager to explain to each employee what is expected regarding performance levels and standards. It is useful to look at two components of role clarity separately: the supervisor and the organization. Role clarity or ambiguity can be defined in at least two ways: objectively and subjectively. Objectively it is the presence or absence of adequate role-relevant information, due either to restriction of this information, or to variations of the quality of the information. Subjectively it is the feeling of having as much or not as much role-relevant information as the person would like to have. Both types of measures of role clarity have been found to relate to satisfaction. In a comprehensive study it was found that ambiguous role expectations were associated with greater tension and less employee satisfaction than were clear role expectations. Also, ambiguous role evaluation was associated with greater tension, but not with employee satisfaction (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Employees who perceive role ambiguity in their jobs tend to be dissatisfied with their work, are anxious, tense, report high numbers of somatic complaints, tend to be absent from work and may leave their jobs.

When a role consists of too many responsibilities for an employee to handle in a reasonable amount of time the overload may cause negative psychological, physical and behavioural outcomes (Jackson and Schuler 1985). For example, when an individual leaves an organization, the roles of other employees may need to be temporarily expanded to make up for the missing worker's absence. In other instances, organizations may not anticipate the demands of the roles they create, or the nature of an employee's role may change over time. It is also possible that an employee may voluntarily take on too many role responsibilities which may result in occupational stress which is further influenced by variables like age, marital status, education and years of experience. The most common correlates of role stress tend to be physical and emotional exhaustion. A fundamental premise of occupational stress models is that elements of the objective work environment are evaluated by employees through an appraisal process, which then results in a physiological, psychological, or behavioral response (Jex, 1998).

2.3. *Contribution*

When the employees perceive that their work will significantly contribute in achieving organizational goals, they will become more involved in their jobs (Kahn, 1990). Values play an important role in people's behaviors, affecting their perceptions, attitudes, and motivations. While people's values shape their general beliefs about what is desirable or undesirable, they also have values specific to particular events or situations, including work values. Organizational researchers have focused on work values as an important factor influencing motivation and positive behaviors in the workplace. Work values are defined as "what a person wants out of work in general and also what components of a job are important to his or her work satisfaction" (Duffy, 2010), or "beliefs about the desirability of specific outcomes of working" (Hattrup, Mueller, & Joens, 2007). Work contribution or work orientations are more general and abstract than work goals or satisfaction, and they reflect an employee's general preferences toward not only their current job but also potential future jobs (Malka & Chatman, 2003; Vansteenkiste *et al.*, 2007).

Organizational researchers have found that work values influence, or are influenced by, other factors. However, most previous research has focused on only one job category, such as nurses or IT professionals. Although this kind of research is important because work values of jobholders are reflected in job-specific work conditions, such research is not able to compare work values across different job categories. This article empirically examines work values and their relationship to work outcomes, taking differences between job categories into account. In this article, we report on two studies: Job contribution play a vigorous role in manipulating the work performances of employees in organizations. Therefore, the necessity to recognize, measure, and boost employee attitudes is noteworthy for the organizations of today. As individuals have dispositions, so, do organizations. Organizations, like individuals, can be characterized and observed as rigid, welcoming, earnest, inventive, traditional or otherwise. Such qualities, as well, can serve as aspects to envisage attitudes and behaviours of the people within these organizations (George & Jayan, 2013).

2.4. *Self-expression*

When employers restrict employees' workplace self-expression, work productivity and motivation decline (Ostapenko, 2015). Reduced employee motivation resulting from restricted employees' workplace self-expression reduces work productivity by 50% to 70% (Cable, Gino, & Staats, 2013). Prior research displayed that people feel authentic when they express themselves (Yagil & Medler-Liraz, 2014). While choice is one act of self-expression, choice is certainly not the only means individuals can use to express themselves (Kokkoris & Kühnen, 2015).

Organizations need to discuss what they can do to promote a positive, compassionate, work environment for employees with body art. Employers have wide latitude to establish dress and grooming policies under the law but should consider the underlying reasons for appearance requirements before implementing strict policies (Urban, 2013). Obviously not all positions require traditional business dress or involve interactions with customers or the public. This means strict grooming and dress policies, which prohibit all displays of tattoos and piercings, may be unnecessary, and perhaps

demoralizing, to a growing segment of employees. The research conducted by Mayer (2013) demonstrated how a combination of economics, law, and philosophy can be used to provide deep insights into the world we live in. In the United States, many people are instructed about the value of being yourself from a young age.

Through the review of the theories, measurements, and research behind the two constructs of authenticity and uniqueness, Mengers (2014) showed how being oneself does relate positively to well-being, even when doing so sets a person apart from others. Mengers also showed that humans have a desire to be authentic and doing so correlates with higher levels of life satisfaction and well-being. Mengers found that humans have sometimes competing needs to belong and be unique but that these can be jointly fulfilled by joining distinctive groups. Data supports the connection between authenticity and well-being, as well as the human desire to stand out from others. Individual openness and acceptance must be encouraged on a broader scale in order for individuals and societies to flourish (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2015).

As the economy and job market improves, more employers are looking for ways to keep their employees from leaving for other jobs. More companies are relaxing policies to cater to millennial-age employees. While the struggle between young people and dress codes may seem like a long-running phenomenon, the size of this generation, as well as their much-researched desire to work for companies that align with their values, has many businesses rethinking their policies. Doctors, teachers, lawyers, brain surgeons, cops, firefighters, and grandmothers have tattoos. Leaders would be hard pressed to find a profession that does not have tattooed people, because body modifications are not limiting in any way shape or form. Many retailers are changing their dress code to allow appropriate visible tattoos, as well as a minimum amount of jewelry and piercings allowing small nose studs and larger earlobe piercings. "We want to build a company where self-expression, empowerment and inclusion are nurtured," a company executive said in a letter to employees (McGregor, 2015). Results of a study conducted by Albert, Reynolds, and Turan (2015) suggested that not only does social consensus determine whether an individual relies on ethical cognitions about the issue or perceptions of others, but also that an individual's view of self is an important moderator in these relationships.

3. Material and methods

The approach to the study was quantitative where closed ended questions were used in the questionnaire from sample of 144 workers derived from a target population of 240 workers in the public office. The public office which was considered for the study is the government ministries. For this study, the respondents are from the government ministries and were selected using stratified random sampling.

3.1 Measurement

Every variable was estimated utilizing recently created instrument as pursued with a 5-point Likert scale for every one of the estimations utilized running from (1) - strongly

disagree to (5)-strongly agree. Employee performance was adopted from William and Anderson (1991) job performance with 6 items. Psychological climate measure was the scale embraced from (Brown and Leigh 1996). Four elements Supportive management, Role clarity, Contribution and Self-expression were considered.

Table 1: Measures of Variables

Variables	Number of items	Sources
Supportive management	5	Brown & Leigh 1996
Role clarity	3	Brown & Leigh 1996
Contribution	4	Brown & Leigh 1996
Self-expression	4	Brown & Leigh 1996
Employee performance	6	William and Anderson 1991- job performance

Source: Research Data (2017)

3.2. Validity and Reliability

The reliability was tested using Cronbach Coefficient Alpha. The results all items had Cronbach Coefficient Alpha above .70. These outcomes were in accordance with the standard guideline prescribed by Hair *et al.*, (2010). As per the standard guideline, a coefficient estimation of 0.60 is viewed as a normal unwavering quality while a coefficient of 0.70 or more assigns that the instrument has a high dependability standard (Hair *et al.*, 2010). Subsequently, all items were joined in the examination instrument. Further, the findings in Table 2 were for factor analysis. From the findings, with regard to the KMO and Bartlett's tests, normally if $0 < \text{KMO} < 1$ and if $\text{KMO} > 0.5$, the data collected is considered to be adequate for factor analysis. From the results KMO was .809 and the Bartlett's Test of Sphericity at 95% level of confidence was significant, $\chi^2(10) = 1067.346$, $p\text{-value} = 0.000$. These results indicated that the items on psychological climate were adequate for factor analysis paving way for the researcher to proceed with factor analysis. Table 2 shows that the factor loadings results were above 0.5. This means that all the items were reserved for further analysis. All the psychological climate items were greater than 0.5, with the least being 0.532. The items were condensed into a single component which can be termed as right psychological climate. To sum up, the component accounted for 47.192% of the total variance.

Table 2: Validity and Reliability

	Cont.	SM	RC	SE
Cronbach alpha	.911	.940	.799	.756
I feel very useful in my job	0.723			
Doing my job well really make a difference	0.810			
I feel like a key member of the organization	0.783			
The work I do is very valuable to the organization	0.763			
My boss is flexible about how I accomplish my job objectives		0.792		
My manager is supportive of my ideas and ways of getting things done		0.702		
My boss gives me the authority to do my job as I see fit		0.763		
Am careful in taking responsibility because my boss is often critical of new ideas		0.728		
I can trust my boss to back me up on decisions I make in the field		0.532		
Management makes it perfectly clear how my job is to be done			0.779	
The amount of work responsibility and effort expected in my job is clearly defined			0.785	
The norms of performance in my department are well understood and communicated			0.767	
The feelings I express at work are my true feelings				0.650
I feel free to be completely myself at work				0.595
There are parts of myself that I am not free to express at work				0.797
It is okay to express my true feelings in this job				0.656
My job is very challenging				
It takes all my resources to achieve my work objectives				
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				
				0.809
Bartlett's Test of Sphericity, Approx. Chi-Square				
				1067.346
Df				210
Sig.				0
Total				6.37
% of Variance				30.331
Cumulative %				47.921

Key: *Cont*= Contribution, *SM*=Supportive management, *RC*=Role clarity, *SE*=Self-expression

4. Findings and Discussion

The investigation utilized diverse factual strategies supported by SPSS to examine the information. This section depicts the information examination, introduction and understanding of the discoveries. The discoveries identify with the goals that guided the examination. The study response rate was 88.2% however; out of the 127 gathered polls just 126 were observed to be helpful for further examination, since 1 survey was barred from the investigation because of missing information and exception issues. This represented 87.5% legitimate reaction rate. As indicated by Sekaran and Bougie (2010), reaction rate of 30% is worthy for overviews. Subsequently forward, reaction rate of this examination is sufficient for further investigation.

4.1 Sample characteristics

The study takes into focus the respondent's personal characteristics to give general information about respondents and to assist the researcher understanding on the findings. Demographic characteristics that were highlighted were gender, age, education, position and job tenure. The results indicate that there is a nearly equal representation of both male and female workers though male workers comprise the majority. Since both male and female individuals are given a chance to share their knowledge, there is a distinctive set of skills and experiences brought about by the diverse workforce. It is evident that over 86% of the workers are aged below 50 years. In this case, there is inclusion of various age groups within the workforce of Nandi County thereby bringing to the table diverse experiences and skills. These findings indicate that majority of the respondents are literate. However, in such a case, the enhancement of skills is important and can be attained through continuous training and upgrading of the education level among the workers and calls for collaboration with the management in ensuring that there is a conducive environment within the County government to ensure this happens. This would help in ensuring that the best quality workforce is retained. The findings also show that the transition from the one level to another is important within the County in order to enhance the skills and experience thereby enhancing the quality of service. Finally, findings also highlight a mix of different levels of experience in the workforce given the number of years and it is expected that majority of the workers who are younger have worked for less than 5 years which is the period within which the County government started its operations officially.

Table 3: Demographic information

		Frequency	Percent
Gender	Male	67	53.2
	Female	59	46.8
	Total	126	100
Age	Below 20	2	1.6
	21-30	43	34.1
	31-40	38	30.2
	41-50	28	22.2
	51-60	15	11.9
	Total	126	100
Education	High school certificate	5	4
	college certificate	21	16.7
	Diploma	57	45.2
	University Degree	41	32.5
	Others	2	1.6
	Total	126	100
Position	First-level employees	10	7.9
	Middle-level employees	87	69
	Top-level employees	29	23
	Total	126	100
Job tenure	Less than 1 year	15	11.9
	1-5 years	62	49.2
	6-10 years	25	19.8
	Above 10 years	24	19
	Total	126	100

Source: Research data (2017)

4.2. Univariate analysis

The findings in this section represent the descriptive characteristics presented using the frequencies, the mean and the standard deviation. The items were subjected to a 5-point Likert scale where a value of 1 indicated strong disagreement with the statement, 2 indicated disagreement with the statement, 3 indicated neutrality with the statement, 4 indicated agreements with the statement and 5 indicated strong agreement with the statement. In this case, the views of the workers on statements were sought in order to establish the measures. Support management scored an average mean of 3.858 (std. = 0.802) indicating overall agreement. From these findings, although there was overall agreement, there are gaps in terms of delegation of responsibilities, allowing ideas from all members as well as trust between the bosses and the workers on various aspects. Role clarity had mean score of 4.130 (std. = 0.805) indicated overall agreement with the statement. The mean response was 3.740 (std. = 1.140).

The overall mean response for self-expression was 3.901 (std. = 0.686) indicating overall agreement. The overall response for job performance was 3.7417 (std. = 0.59602) which indicated overall agreement with the statement. Some gaps were

identified in terms of job performance such as the ability of the workers to freely air their complaints concerning their work and as such their ability to keep up with normal work requirements which point to the kind of work environment that the workers operated in the County. Pearson correlation showed that supportive management has a positive and significant relationship with job performance, $\rho = 0.396$, $p = 0.000$ indicating that there is a 39.6% chance that job performance will increase with increased supportive management. Furthermore, the findings showed that self-expression has a positive and significant relationship with job performance, $\rho = 0.315$, $p = 0.000$ meaning that there is a 31.5% chance that job performance will increase with increased self-expression. Furthermore, there is a positive and significant relationship between psychological climate and PJF, $\rho = 0.478$, $p = 0.000$ meaning that there is a 47.8% chance that PJF will increase with better psychological climate in the organization.

Table 4: Correlations

	Mean	Std.	JP	SM	RC	CONT	SE
JP	3.7417	0.59602	1				
SM	3.858	0.802	.396**	1			
RC	4.129	0.805	.315**	.494**	1		
CONT	4.394	0.694	.316**	.351**	.338**	1	
SE	3.901	0.686	.380**	.442**	.306**	.558**	1

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

Key: JP = Job Performance, Cont= Contribution, SM=Supportive management, RC=Role clarity, SE=Self-expression

4.3 Model specification

The study hypotheses were tested using multiple regression analysis. Model 1 and 2 specified below sought to establish effect of control variables and direct effects of supportive management, role clarity, contribution and self-expression against employee performance respectively.

$$y = \beta_0 + C + \varepsilon \dots\dots\dots \text{Model 1}$$

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon \dots\dots\dots \text{Model 2}$$

Where: -

Y is dependent variable (employee performance)

X₁ is independent variable # 1 (support management)

X₂ is independent variable # 2 (Role of clarity)

X₃ is independent variable # 3 (contribution)

X₄ is independent variable # 4 (self-expression)

C is control variable

β_0 is a constant

ε is Error term (random variation due to other unmeasured factors).

4.4. Test of Hypotheses

Before doing different multiple regression investigation, the assumption of regression model were tested. linearity test between the dependent variable (employee performance) and the independent variables (psychological climate) was tested by ANOVA test of linearity. The study p-value was greater than 0.05 for linearity means that the inference is that there is no linear relationship. The normality was checked with using Kolmogorov-Smirnov test or Shapiro-Wilk test), The null hypothesis for the normality test is that the data is derived from a normal distribution. The findings revealed that all the variables do not violate the normality assumption, p-value > 0.01. homoscedasticity was tested using Levene statistic. Results showed that homoscedasticity is not problem for psychological climate. This essentially means that there is a linear relationship and there is no need to have a non-linear data transformation or quadratic term to fix. Multicollinearity was tested using Variance Inflation Factor (VIF) findings in Table 1 revealed that the tolerance is greater than 0.1 and VIF values for all the independent variables were below 10. This means that for all the independent variables, there was no presence of multicollinearity.

The study sought to test the first hypothesis stating that there is no significant effect of supportive management on employee performances in the selected government ministries in Nandi county, Kenya. The findings were presented in Table 5. The examination findings in the table showed that supportive management has a positive and significant impact on employee performance, 0.167, $p = 0.017$ and showing that with every unit increment in supportive management, employee performance increments by 0.167 units. In line with the findings, the extant literature indicated supportive management enhances employees' sense of security, control and freedom of choice thereby motivating them towards improving their performance (Argyris, 1964; Deci and Ryan, 1985; Kahn, 1990). Similarly, Brown and Leigh (1996) espoused that supportive managers allow their subordinates to have control over their work without the fear of punishment. In that way, they are motivated to go above and beyond their roles and responsibilities.

The findings on the effect of role clarity revealed that role clarity has a positive and significant effect on employee performance, 0.234, $p = 0.014$. This means that with each unit increase in role clarity, there is 0.234 unit increase in employee performance. This implies that the hypothesis stating that there is no significant effect of role clarity on employee performances in the selected government ministries in Kenya is rejected. Consistent with the results, Jackson and Schuler (1985) confirmed that when there is no role clarity, employees are likely to take up too many roles leading to adverse psychological, physical and behavioural outcomes that are detrimental to job performance.

The findings also revealed that contribution has a positive and significant effect on employee performance, 0.234, $p = 0.009$. This means that with each unit increase in contribution, employee performance increases by 0.234 units. This means that the hypothesis stating that there is no significant relationship between contribution and

employee performance in government ministries in Kenya is rejected. In tally with the findings, Kahn, (1990) elucidated that whenever employees perceive that their work will significantly contribute to the attainment of the organizational objective, they are more involved in their work. In so doing, there is an improvement in their job performance.

Additionally, the study sought to test the hypothesis stating that there is no significant effect of self-expression on employee performance in government ministries in Kenya. The findings in Table 5 indicated that self-expression has a positive and significant impact on employee performance, 0.231, $p = 0.019$ and showing that with every unit increase in self-expression, employee performance increases by 0.231 units. The results are in accordance with those of Ostapenko (2015) which confirmed that whenever organizations restrict employees' self-expression, there is a decline in work productivity. In a similar vein, Cable, Gino and Staats (2013) ascertained that restricted employees' workplace self-expression brings about reduced employee motivation which eventually leads to reduced work productivity by 50% to 70%.

Finally, the findings in Table 5 revealed that psychological climate (supportive management, role clarity, contribution and self-expression) for 54.7% of the variation in employee performance ($R\text{-square} = 0.547$, $\text{adj. } R\text{-square} = 0.533$). The significance of the model in predicting the change in employee performance was indicated by the F value of 36.600, $p = 0.000$.

Table 5: Coefficients of Estimate

	Unstandardized		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.884	0.245		3.613	0.000
Supportive management	0.136	0.071	0.167	1.92	0.017
Role clarity	0.174	0.07	0.234	2.503	0.014
Contribution	0.194	0.073	0.234	2.648	0.009
Self-expression	0.212	0.089	0.231	2.381	0.019
Model Summary					
R	0.740				
R Square	0.547				
Adjusted R Square	0.533				
Std. Error of the Estimate	0.463				
Model Fitness statistics					
F	36.600				
Sig.	0.000				
a Dependent Variable: job performance					

5. Conclusion and Recommendations

Evidently from the results, improved employee performance is as a result of the supportive management in the government ministries in Kenya. The reason for this is that the management has ensured that employees have flexible work arrangements and

is supportive of their ideas. There is also a delegation of duties to the extent that employees feel that the management trusts them. Consequently, employees are motivated to perform exemplary in their job. Since there is a positive link between supportive management and employee performance, there is need for government ministries to have supportive management by having flexible works schedules for employees, where possible delegate duties to them and ensure that employees ideas are taken into consideration.

Further, there is a positive link between role clarity and employee performance in government ministries in Kenya. The implication is that employees are aware of what is expected of them in terms of performance levels. In that way, they are motivated to work towards meeting what is expected of them by the ministry. As such, there is a need for the management to clearly define the roles of employees and ensure that they understand their work responsibility.

As well, employee job contribution plays an instrumental role in improving their job performance. Therefore, organizations should see to it that their employees feel useful in their job. Besides, efforts should be towards ensuring that employees' input is valued and that they feel a sense of belonging in the organization. Finally, employees' self-expression is linked to an improvement in employee performance in government ministries in Kenya. Therefore, an organization need to ensure that employees freely express themselves at work. Besides that, they should be allowed to be ultimately themselves at work so that they can work optimally at the organization. The resulting outcome is likely to be an improvement in their overall performance.

5.1 Theoretical implication

Quite simply, organizational context matters (Johns 2006). The relationship between psychological climate and employee performance has both theoretical and practical implications. The findings have showed that there is a positive and significant effect of Psychological climate on employee performance. In theory, the acceptance of this hypothesis imply the dimensions Psychological climate play an important role in determining the performance of employees in an organization. This is supported by earlier studies, for instance Kahn (1990) puts it that when employees perceive their organizational environments as meaningful, safe and resourceful, it serves as a favorable condition to facilitate their wellbeing, which in turn determines the extent to which employees drive their personal energies into their work role. Further, while the literature on psychological climate has identified that climate perceptions arise from organizational context (Baltes 2009; Dickson 2006; James 2008) there is a paucity of research exploring just how these climate perceptions form. This study has contributed to the psychological climate literature by identifying that people in organizations develop their psychological through interactions with team members that they trust, including their friends as well as experts giving advice that they trust.

However, there is no evidence to suggest that climate perceptions are informed by those an individual goes to for advice, even if the focal actor considers those individuals to be trustworthy. This was surprising, and should give researchers in this area pause to reflect on the complexity of receiving advice. Literature within advice-receiving as well as knowledge sharing offers numerous avenues that need to be considered to

disentangle the complexities in the communication. Team diversity, knowledge sharing capabilities, team perceptions, organizational practices, task-related and technology-related barriers (Ghobadi, 2015) all need to be considered in future research on advice ties

5.2. Suggestions for future research

In connection with the results known above, this study makes a number of possible implications to the concept of psychological climate. First, this study has opened an insight into the factors influencing employee performance in governments ministries in Kenya thus expanding on previous literature. It has opened up further research avenues to compare and contrast these results with other Counties. That is, since the study was only limited to ministries in Nandi County, future research should have to draw sample of respondents on a greater number of Counties in Kenya for the sake of generalizing the results of the study. Secondly, another direction of future research would be a replication study in other offices in the public sector, as well as the private sector. The paper has, however, contributed knowledge that is needed for this kind of research.

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