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ABSTRACT

Employee Orientation has been found to be a predictor of performance in the organizations in Kenya. The Kenyan Economy largely relies on Sacco's as a source of financing especially to MSCs. This study sought to establish the effect of Employee Orientation on the performance of Employees at the Kenyan Sacco Sector. The study explored the moderating role Perceived Supervisor Support (PSS) on employee performance that is occasioned by Employee Orientation. The main objective of the study was to explore the effect of Employee Orientation on Employee Performance in the Kenyan Sacco Sector. The other objective was to establish the moderating role of Perceived Supervisor Support on the relationship between Employee Orientation and Employee Performance in the Kenyan Sacco Sector. The study adopted Descriptive Research Design since it was deemed suitable. It covered methodological issues related to the study and the process of analysis. The study used the SPSS-AMOS software for the analysis of the data. Structural Equation Model (SEM) was used in the analysis of data which included the used Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). The findings of the study revealed that there is a significant relationship between Employee Orientation and Employee Performance in Kenya's Sacco Sector. The study recommended that the sector takes the requisite steps to ensure that employees are well oriented with what they are expected to do to enhance better performance in the sector.

Key Words: *Employee Orientation, Perceived Supervisor Support, Kenya's Sacco Sector*

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INTRODUCTION

Employee Orientation is a process that gives employees exposure on what they are likely to engage in the place of work, which calls for adjustment where need be to the task assigned. The process seeks to ensure that the employee familiarizes with the organizations culture, values, roles, skills, expectations among others (Crant & Frase 2010). Employee Orientation as a continuous process allows employees to easily adjust where they can positively contribute to performance, more so where they perceive that they are supported by their supervisors (Bindle & Parker et al 2010). Majority of theorists among them, the social cognitive theorists, were of the opinion that employees are keener on taking personal initiative when convinced that they will be in charge of whatever they could be faced with. These convictions are mostly addressed by the perception they have about their supervisor.

Objectives of the Study

- To establish the influence of Employee Orientation on Employee Performance in Kenyan Sacco Sector.
- To explore the moderating role of Perceived Supervisor Support on the influence of Employee Orientation on Employee Performance in the Kenyan Sacco Sector.

Study Hypothesis

- Employee Orientation significantly influences Performance in the Kenyan Sacco Sector.
- Perceived Supervisor Support significantly influences the relationship between Employee Orientation and Performance in Kenya's Sacco Sector

LITERATURE REVIEW

This section gives an existing literature on employee orientation and how it influences the performance of employees in Kenya's Sacco Sector. Sarpong – Nyavor

Alberta (2012) in their study on “Effect of Employee Orientation on Performance in the Ghana Education Service” asserted that successful employee Orientation to a large extent assists employees acquit themselves with their job environment and as a result assist them understand and realize their responsibilities (Laing, 2009). This in their opinion, when supported by their supervisors helps employees to not only be focused but also improve their performance. Employees awareness on what they should or should not do and being knowledgeable of what is expected of them as far as job assignments are concerned, contributes to better or improved performance (Asare- Bediako, 2008). Performance management puts in place a work environment where employees are able to best showcase their abilities especially where they are assured of moral support from their supervisors (Belcourt, Bohlander and Snell, 2008).

Hawthorne studies are accredited for insisting on the need to compare the relationship between the attitude of employees and employee performance. The above sentiments were supported by the Human Relations movement, laying emphasis on the role Human Relations plays in employee job satisfaction and performance. The issue of performance both individual and organizational has been an issues that has for a while attracted a lot of debate from different quotas, hence making it critical while selecting the yardstick that should be used to measure performance more so in relation to employee orientation - performance at any given time (Scherbaum, 2006). Employee Orientation's influence on employee performance is not only limited to orientation but also looks at mechanisms through which employee orientation influences the performance of employees in Kenya's Sacco Sector (Wall & Wood, 2005). According to this school of thought, it will be preemptive to assume an equivocal positive relationship between employee orientation and employee performance. This notwithstanding, this study found out that there is a positive

relationship between employee orientation and employee performance in Kenya's Sacco Sector despite the fact that there are other issues that contribute to better performance of employees, employee orientation being one of the key factors that either directly or indirectly influence the performance of employees in Kenya's Sacco Sector.

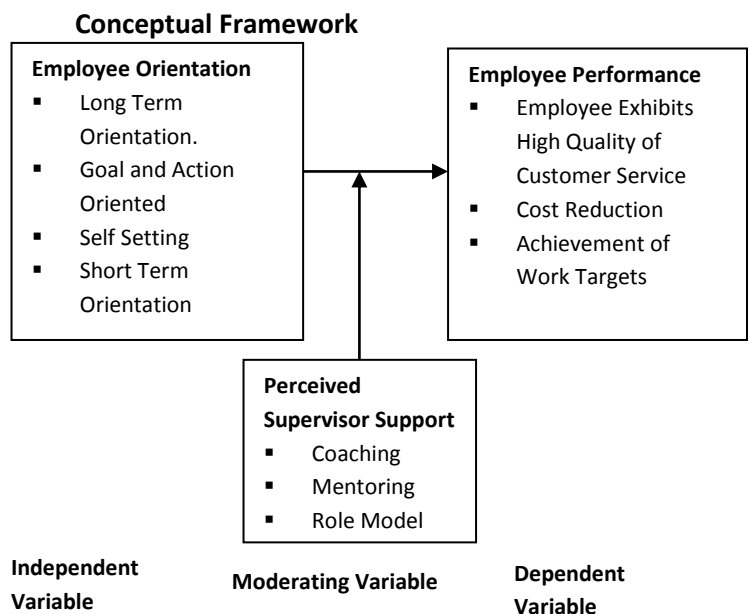


Figure 1: Conceptual Frame Work

Source: Author (2019)

METHODOLOGY

Descriptive research design was used in the analysis of this study to achieve the objectives of the study. The choice of the research design was based on the fact that it explains in detail the distinctiveness of a particular individual or group of people while making sufficient provision for protection against bias while maximizing reliability of the tools used in the study (Shields & Tajalli, 2011). The study conducted checks

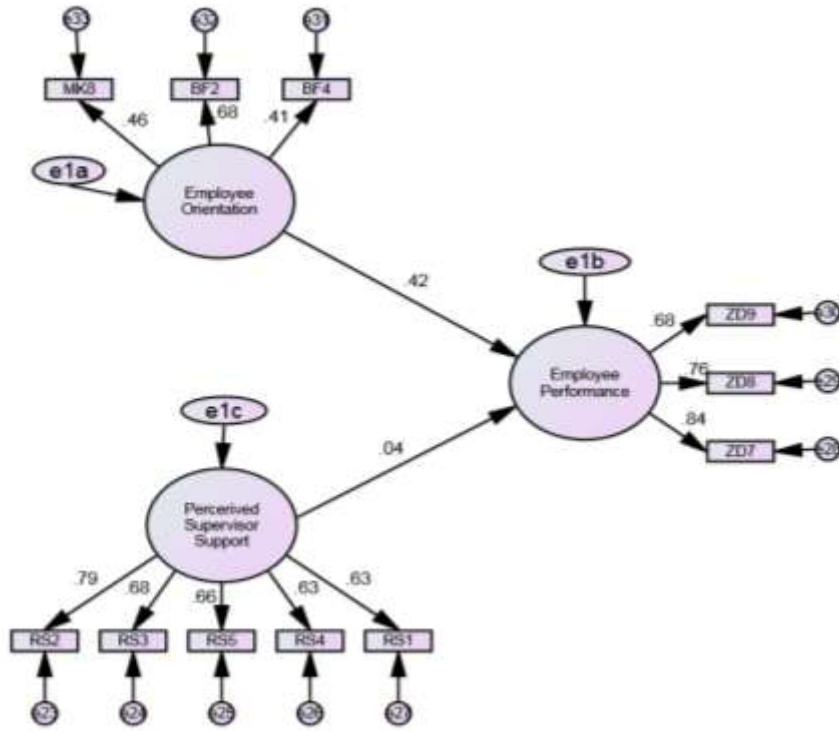
for Multicollinearity and Heroscedasticity to check for the extent to which independent variables relate. It also tested for the extent to which previous error terms influence other error terms and as a result violating the statistical assumption that error terms have constant variance. The study used Structural Equation Modeling to address the challenges posed by errors that are not usually dealt with while using the regression model (Taylor & Francis, 2010). The study used the Statistical Package for Social Sciences (SPSS) and Analysis of a Moments Structure (AMOS) software windows version 21 due to its ability to ability to analyze data with ease and high level of accuracy.

FINDINGS

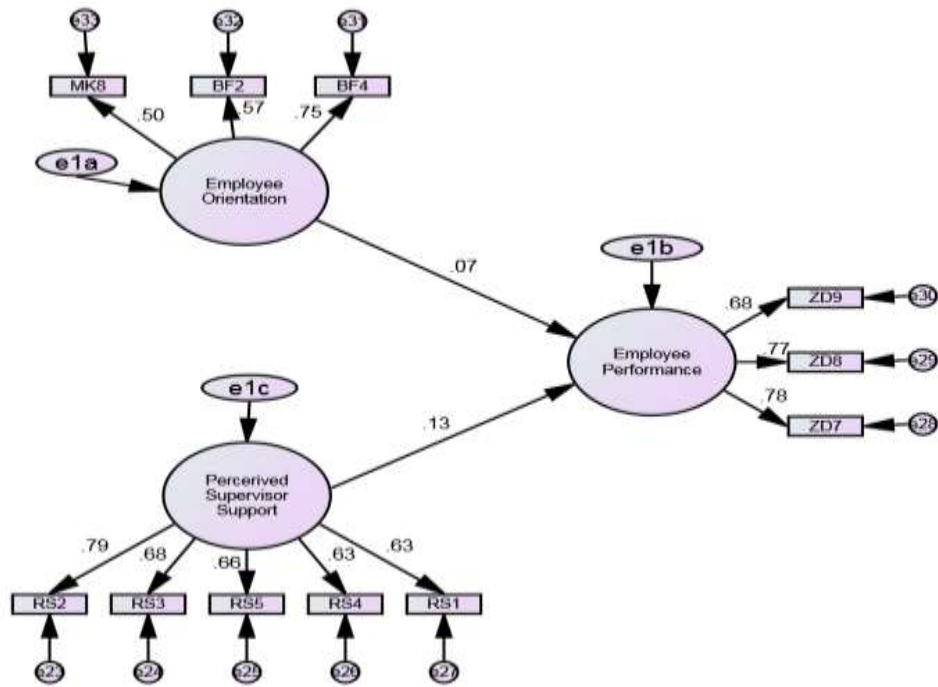
The study sought to explore the relationship between Employee Orientation and Employee Performance. It was revealed that there is a positive relationship between Employee Orientation and Employee Performance, which was based on the model fit indices that posted an output including; CMIN= 6.301, CM/DF = 1.575, GFI= 0.992, CFI= 0.993, RMSEA= 0.044, P Close= 0.483. The relationship between the two variables posted a regression weight of 0.137. The findings of the study also established that Perceived Supervisor Support (PSS) moderates the relationship between Employee Orientation and Employee Performance. The findings of the moderation effect posted an output of a Chi- Square difference of 38.451 which is above the recommended threshold of ≥3.84 (Zainudin Awang, 2014), an indication that Perceived Supervisor Support significantly moderates the influence of Employee Orientation on Employee Performance. Table 1 showed the details of the moderation test for Employee Orientation and Employee Performance.

Table 1: Moderation test for Employee Orientation and Employee Performance

	Constrained Model	Unconstrained Model	Chi-Square Difference	Results on Moderation	Results on Hypotheses
Chi-Square	145.217	106.766	38.451	Significant	Supported



Constrained Model



Constrained Model

Figure 2: Moderation models for Employee Orientation and Employee Performance

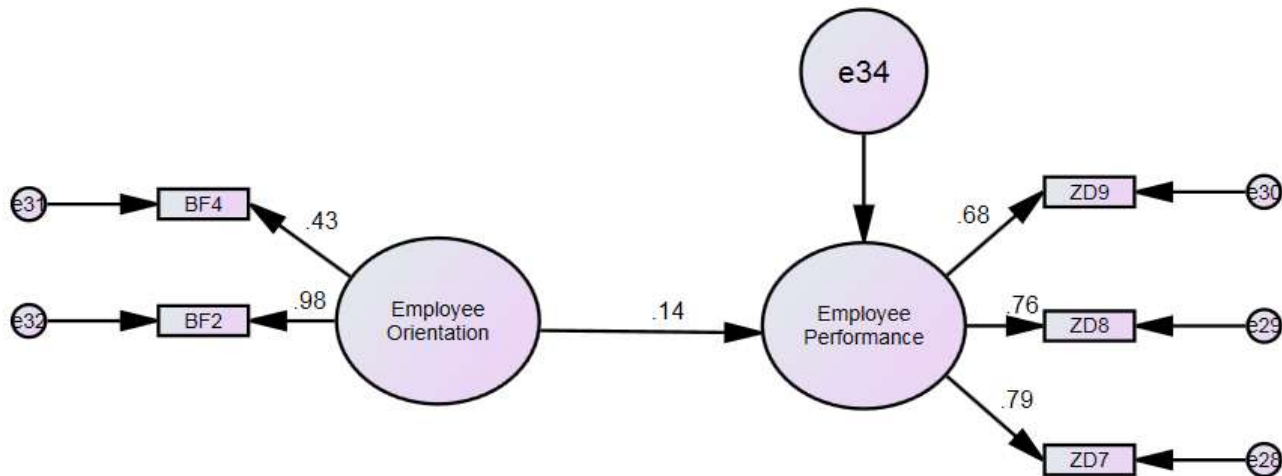
DISCUSSION

The findings of the study revealed that Employee Orientation has a positive influence on Employee Performance at the Kenyan Sacco Sector as shown by the regression weights posted of 0.137 which implied that Employee Orientation contributes to the study by 14% in the relationship between the two variables. The model fit indices output was significant since they

all fell within the recommended threshold where CMIN 106.766, CM/DF 2.542, GFI 0.940, CFI 0.925, RMSEA 0.072 and a close of 0.018. Table 2 showed the output of the Standardized Regression Weights for Employee Orientation and Employee Performance while figure 3 showed the CFA model for the relationship between the two variables.

Table 2: Standardized Regression Weights for Employee Orientation and Employee Performance.

Item		Unobserved Variable	Standard Estimate	S.E.	C.R.	P	Label
Employee_Performance	<---	Employee Orientation	.137	.126	2.016	.044	
ZD7	<---	Employee_Performance	.787				
ZD8	<---	Employee_Performance	.761	.097	10.177	***	
ZD9	<---	Employee_Performance	.677	.083	9.860	***	
BF4	<---	Employee_Orientation	.434				
BF2	<---	Employee_Orientation	.985	2.350	1.011	.312	



$\chi^2 = 106.766$, $CM/DF = 2.542$, $GFI = 0.940$, $CFI = 0.925$, $RMSEA = 0.072$, $P_{close} = 0.018$

Figure 3: CFA Model for Employee Orientation and Employee Performance

The study also explored to determine the moderating effect of Perceived Supervisor Support on the relationship between Employee Orientation and Employee Performance. To test for moderation, two models were used where one model was constrained

while the other model was not constrained to get the Chi-Square of the difference between the two models. In Zainudin Awang’s (2014) opinion a Chi-Square that is ≥ 3.84 for a moderated model indicated that the moderation results are significant. Perceived

Supervisor Support based on the findings significantly moderates the relationship between Employee Orientation and Employee Performance in the Kenyan Sacco Sector having posted a Chi-Square of 38.451 which was way above the ≥ 3.84 threshold. This meant that Employee Orientation significantly

contributes to the influence of Employee Orientation on Employee Performance in the Kenyan Sacco Sector. Table 3 showed the output of the moderation effect of Perceived Supervisor Support on the relationship between Employee Orientation and Employee Performance in the Kenyan Sacco Sector.

Table 3: Moderation test for Employee Orientation and Employee Performance

	Constrained Model	Unconstrained Model	Chi-Square Difference	Results on Moderation	Results on Hypotheses
Chi-Square	145.217	106.766	38.451	Significant	Supported

Hypothesis for the study

This study sought to establish the influence of employee orientation on employee performance in Kenya's Sacco Sector. The test for the relationship between employee orientation and employee performance posted a regression weight of 0.131 which is an indication that employee orientation makes a contribution of 14% to the influence of

employee performance. A Normality test was equally conducted to test the influence of employee orientation on employee performance and output is as shown in table 4. The values of skewness ranged between -1 and +1 showing a normal distribution on the Q-Q plot. The study hence tested the null hypothesis.

Table 4: Model Fit Indices for the Influence of Employee Orientation on Employee Performance in the Kenyan Sacco Sector

Model	CMIN	CM/DF	GFI	CFI	RMSEA	P Close
Default Model	6.301	1.575	0.992	0.993	0.044	0.483
Saturated Model	0.000	-	1.000	1.000	-	-
Independence Model	330.025	33.003	0.688	0.000	0.327	0.000

H₀₁: Employee Orientation work in the Kenyan Sacco Sector negatively influences their performance.

The findings of the study indicated that there is a positive relationship between employee orientation and employee performance, a fact that is supported by the model fit indices output showing that GFI, CFI, REMSEA and Pclose were significant posting figures that were within the recommended thresholds (Asare- Bediako, 2008). This was further backed by the CFA output of the relationship between the two variables as 14% which is a positive contribution that employee orientation makes in this relationship. This therefore showed that there is a positive relationship between the two variables. It is on this basis that the H₀₁: NULL Hypothesis was rejected hence accepting the Alternate hypothesis. Employee orientation is not

limited awareness creation among employees but also plays a critical role in giving the required insight to the concerned workers on the what it takes to accomplish work related assignments with clarity of their duties, responsibilities and the process of work (Boselie et al., 2005; Collins & Smith 2006; Hailey et al., 2005).

CONCLUSION

The study findings pointed to the fact that Employee Orientation has a significant influence on the performance of Employees in the Kenyan Sacco Sector. According to Osunde (2015) Organizational performance is to a large extent influenced by the

level of employee job satisfaction of dissatisfaction. The importance laid upon employee orientation by the key stakeholders will in turn determine the level of quality service delivery from the concerned employees, meaning that employees who are well oriented at work are likely to post very positive results at work as opposed to those that may not have undergone a thorough Orientation program.

RECOMMENDATIONS

Orienting employees at work is a critical practice that must be embraced by organizations since based on the findings of the study; Employee Orientation has a significant influence on Employee Performance. It is of great importance that the key decision makers in the Kenyan Sacco Sector consider including the concept in the organizations policies for easy implementation. This will go a long way in creating awareness among employees on the importance conducting and participating in the orientation programs. This study recommends that cognizant of the importance of Employee Orientation, organizations should invest more time and resources

to make the practice a norm in the Kenyan Sacco Sector. Kenya's Sacco Sector should hence invest in the empowerment of its employees by training members of staff on employee orientation emphasizing on the on the importance of the exercise and put in place an enabling environment that will see to it that its implementation is carried out to the later while making sure that the practice meets the organizations expectations. The organization should be more supportive of employees at all levels to motivate them towards work and at the same time build better relationships.

Areas for further study

The study laid much emphasis on the effect of Employee Orientation on Employee Performance in the Sacco Sector, while not taking into consideration other key issues that could as well contribute to poor performance among employees in Kenya's Sacco Sector. Further research with a broad scope should be carried out to address some of the issues affecting employee performance in Kenya's Sacco Sector.

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