



**INFLUENCE OF JOB-SHARING ARRANGEMENTS ON GENERATION Y EMPLOYEE'S PERFORMANCE IN KENYA
PORTS AUTHORITY, MOMBASA**

Florence Mkang'ondi Fundi, Dr. Clive Mukanzi, PhD & Barrack Okello

**INFLUENCE OF JOB-SHARING ARRANGEMENTS ON GENERATION Y EMPLOYEE'S PERFORMANCE IN KENYA
PORTS AUTHORITY, MOMBASA**

¹ Fundi, F. M., ² Mukanzi, C., & ³ Okello, B.

¹ MSc. Student, Department of Economics and Business, School of Human Resource, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

² Lecturer, School of Entrepreneurship, Technology, Leadership and Management (SETLM), Jomo Kenyatta University of Agriculture Technology [JKUAT], Kenya

³ Lecturer, Jomo Kenyatta University of Agriculture Technology [JKUAT], Kenya

Accepted: August 21, 2023

ABSTRACT

The purpose of this study was to establish the relationship between job-sharing arrangements and Generation Y employee performance in Kenya Ports Authority, Mombasa. The study was premised on the Expectancy Theory. This study adopted the descriptive survey design and targeted the 3,562 Generation Y employees and the HR management of KPA. A sample size of 138 respondents was used that was obtained from the Cochran formula and selected through stratified random sampling technique. Structured questionnaires were used for data collection. Data was analyzed using descriptive statistical analysis, such as, frequencies and percentages and inferential statistic involving the use of correlation analysis and multiple regression analysis. The findings of the study showed that job-sharing arrangements had favourable impact on Generation Y employee performance. Job-sharing had positive effects on generation Y employee performance. As a result, the findings suggest that job-sharing (independent) factor served as reliable indicators of employee output. The study recommended that organizations need to improve their awareness of the traits that define members of the generation Y workforce in order to maximize the generation Y workforce's potential for productivity in the workplace. Additional research is necessary in order to gain a complete understanding of how job-sharing influence particular types of workers. The adoption of the study would be beneficial to stakeholders for managerial decision making in KPA and elsewhere.

Key Words: Job-Sharing, Generation Y, Employee Performance

CITATION: Fundi, F. M., Mukanzi, C., & Okello, B. (2023). Influence of job-sharing arrangements on generation y employee's performance in Kenya Ports Authority, Mombasa. *The Strategic Journal of Business & Change Management*, 10 (3), 386 – 394.

INTRODUCTION

In today's intensifying global competition, attraction and retention of talented employees can provide sustainable competitive advantage to organisations. However, characteristics of the job applicants are undergoing a significant change. Many job applicants today are likely to be in the Generation Y age group with aspirations which are different from previous generations. This generation is confident, independent, and goal-oriented. Generation Y were born into technology and often know more about the digital world than their teachers and parents (Meier & Crocker, 2010). Generation Y present a challenge to school managers who must train and motivate these employees, so that their strengths become a benefit to the institution. To be successful in the future, it will be important for institutions and managers to understand these new employees. However, researchers have argued that 'dealing with the demographic changes within the workplace and specifically as regards to recruiting, retaining and managing Generation Y has emerged as one of the biggest challenges facing employers today (McCrinkle, 2016).

In the context of organizational performance, employees are crucial determinants of success, often considered as internal customers of the organization (Kotter, 2012). Employee performance, as defined by Beardwell & Claydon (2007), is the achievement of specified tasks measured against predetermined standards such as accuracy, completeness, cost, and speed. These performance metrics vary across roles; for instance, a salesperson may be evaluated based on call quotas and closed sales, while a production worker may be assessed on product quality and output. Donohoe (2019) underscores the necessity for organizations to monitor universal metrics of employee performance like work quality and individual goals to ensure efficiency and minimize costly errors.

The primary focus of this study was on evaluating the efficacy of job-sharing arrangements as an HR initiative aimed at optimizing the performance of Generation Y employees. By doing so, it sought to

contribute to understanding how to create a symbiotic organizational environment where both employer and employee benefit through aligned goals and practices.

Flexible work arrangements (FWA) include schedules such as part-time work, flexitime, compressed work week, job-sharing, and telecommuting known as telework (Estes & Micheal, 2005). These flexible options are primarily provided to attract and retain the best and qualified staff. The availability of the flexible schedules does not guarantee automatic usage by employees; their adoption and usage by employees vary depending on a number of factors such as their age, career aspirations or managerial control practices. Flexible work arrangements are expected to provide organisational benefits. Empirical studies across countries (Glass & Finley, 2012; Brewster, Mayhofer & Morley, 2014; Stravrou, 2015) reveal that there are positive outcomes with certain types of flexible options and negative outcomes with others. These arrangements are positively related to job satisfaction (Batt & Valcour, 2013), organisational commitment, and negatively associated to turnover intention (Halpen, 2015).

A recent survey in Malaysia by Talent Matters (2018) revealed that while many employers understand their employees' need to have a balanced work-life arrangement and have put in place policies to support this, there is still a large number of companies that do not provide adequate work-life options for their employees. Flexible work arrangements which ranked the highest were flexi-hours (48%), leaving early from work (34%), staggered hours (22%), job sharing (19%) and telecommuting (16%). Although Malaysian employers closely matched their regional competitors in terms of flex-time options, it was clearly lagging in flex-place practices. The low rate of telecommuting (flex-place) being offered is possibly due to either a lack of trust or an emphasis on onsite collaboration encouraged by the appeal of efficient and attractive 'modern offices.'

Kenya Port authority was established through an act of parliament in 1978 after the collapse of the East

African Community. It is commonly known as the port of Mombasa and is one of the most modern and vibrant port in Africa. Mombasa Port handles all types of ships and cargo services, not only for Kenya, but also Uganda, Rwanda, Burundi, DR Congo, Ethiopia, Southern Sudan, north eastern Tanzania and Somalia. The port has 19 deep-water berths — six handle containers and 13 conventional cargos. Two oil jetties are for refilled and crude oil, with the capacity to handle tankers of up to 80,000 Dead Weight Tonnage. Mombasa is the second largest port in Africa (Durban in South Africa is the largest) in tonnage and containers handled. Total cargo traffic through the port averages 16 million tons a year. After Durban, Mombasa is also the second best connected port in the region, with 17 shipping lines calling and direct connectivity to more than 80 ports Kenya Ports Authority also owns and operates Inland Container Depots (ICDs) or 'dry ports' in Nairobi and Kisumu.

Statement of the Problem

In spite of the HRM interventions in the Kenya Ports Authority, Mombasa to enhance employees' performance, the performance of most employees, majority of who can be categorized as Generation Y employees, has remained low. Generation Y and form 60% of the total labour force in Kenya. A Price Water Cooper's (2013) Kenya survey found that generation Y makes up 50% of the workforce hired by 2/3 of Kenyan employers. However, the challenge presented by their turnover rate in the workplace is particularly daunting. The potential turnover rate of generation Y employees can be upto 30 % at any given year and figures could be as high as 60 % within the first three years of being hired in some cases (Erickson, 2018). This has been creating frustration for employers in retaining talented and high performing workers. Research has indicated that it takes about three to seven weeks to train and develop a fully productive Generation Y worker in most organizations with interviewing, advertising job positions and "on-boarding" reportedly bearing the highest costs in the hiring process (Millennial Branding, 2014). In addition, losing millennial

employees increases workload and stress of current employees. According to Berry (2018), Generation Y workers decisions to turnover are influenced by career development, compensation and supervision or leadership styles to a great extent. Empirical studies carried out in Western countries (for example, Mira, Choong & Thim, 2019; Manzoor et al., 2019; Abugre & Nasere, 2020) as well as studies carried out in Kenya (Twalib & Kariuki, 2020; Owoeye, Kiiru & Muli, 2020) suggest that HRM practices have a positive and statistically significant relationship with performance variables, such as, commitment, job satisfaction and operational performance. Among these HRM practices are; training and development, performance appraisal, leadership, career management, recruitment and selection. However, most of these HRM practices and interventions are functions of employee development and attraction practices (Ruvimbo & Hlanganipai, 2016; Anwar & Abdullah, 2021). Other practices, such as, flexible work arrangements and their effect on employee performance have, however, not received significant attention. Therefore, the relationship between job-sharing arrangements and employee performance among Generation Y workers remains unclear. Hence, the present study established the relationship between job-sharing arrangements and Generation Y employee performance in Kenya Ports Authority, Mombasa.

Objectives of the Study

The objective of this study was to establish the influence of job-sharing arrangements on generation Y employee's performance in Kenya Ports Authority, Mombasa. The study tested the following research Hypothesis;

- **H₀:** Job-sharing arrangements does not significantly influence generation Y employee's performance in Kenya Ports Authority, Mombasa

LITERATURE REVIEW

Theoretical Framework

Expectancy Theory (ET)

The Study used the Expectancy Theory (ET) that was postulated by Victor Vroom in 1964 to explain the processes an individual undergoes to make choices with a purpose to maximize pleasure and minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities (Oliver, 1914). ET implies that employees are aggravated to work harder to achieve those objectives they value and those which are achievable (Parijat & Bagga, 2014). Employees, who embrace the flexible work arrangements of Job sharing, are expected to have better performance because they have access to resources like more time and support which makes them believe that they can do their jobs as well as attending to family responsibilities. Workers using job sharing are motivated since they value its benefits; hence they combine both work and family responsibilities (Baker & Stone, 2018).

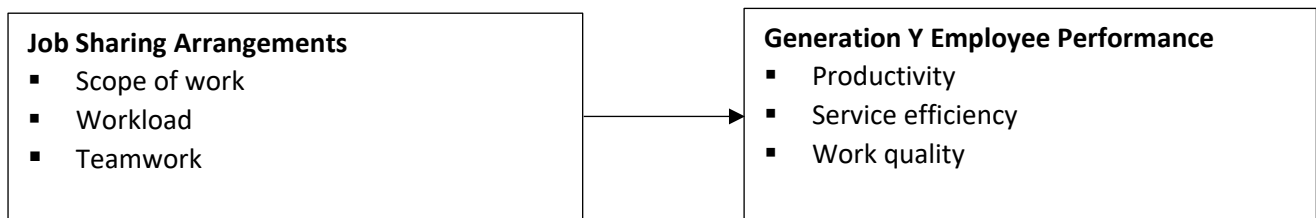
Employees, who practice job sharing, are more committed to their organization. This theory actually brings on board three concepts. First of all, there is valence concept that asserts that employee performance may be strengthened through rewards, innovations and low employee turnover. The second concept is expectancy where employees are motivated by having the ability, job satisfaction,

customer satisfaction which increases employee productivity and thus improves employee performance. The last principle is the instrumentality concept where employees are rewarded for being innovative, productive and putting better performance which yields job satisfaction to the employees (Chiang, Chun, Jang & Cheong, 2018).

Nyberg (2011) supported this theory and highlighted that when employees are subjected to flexible working conditions, the employee turnover will be controlled, productivity of the individual will be enhanced and thus, employees will become innovative and at long run, this will yield job satisfaction to the employees resulting in better organization performance. This theory was applicable to the study because for employees to attain optimal performance, motivation of work should be included by use of flexible working patterns (Baker, 2018). Expectancy theory was applicable to the study because it supports the independent variable- job sharing. Employers expect employees to improve productivity, bring innovation and hence, there comes job satisfaction which ends up improving performance of employees. This Theory will be used to examine employee performance in the workplace.

Conceptual Framework

The conceptual framework showing the relationships between the independent variable and dependent variable was as shown in Figure 1.



Independent Variables

Figure 1: Conceptual Framework

Independent Variables

Review of Study Variables

Job-sharing Arrangements

In the contemporary organizational landscape of the 21st century, job sharing has emerged as a critical strategy for enhancing both employee well-being and organizational performance (Austin, Egole, Iheriohanma, & Nwokorie, 2020). This approach offers a plethora of advantages, including cost-efficiency by reducing overhead, enhancing workforce diversity and inclusivity, and facilitating better management of external responsibilities for employees. Crampton & Douglas (2013) emphasize that job sharing fosters an environment where skill exchange is prevalent, thereby enhancing employee productivity, job satisfaction, and spurring innovation and creativity while reducing absenteeism. Additionally, Hill, Hawkins, Ferris, and Weitzman (2016) posit that job sharing, as a form of work schedule flexibility, enables a more harmonious balance between work and family obligations.

Crampton & Douglas outline three primary models for effectively implementing job sharing. The first is the "Shared Responsibility" model, where there's an equitable division of tasks and responsibilities without a formal delineation. The second is "Divided Responsibility," in which a single full-time position is partitioned by project or client group, allowing each job sharer to serve as a backup for the other. The third is "Unrelated Responsibility," where two employees in the same department undertake distinct tasks without providing backup for one another.

Empirical evidence suggests that the adoption of job sharing positively impacts both employees and employers. It has been shown to improve performance appraisals and spur greater organizational participation and volunteerism. Furthermore, job sharing serves as a protective measure against employee burnout while maintaining a high level of productivity. It offers a beneficial arrangement for those dealing with medical conditions by enabling part-time work options. This flexible approach also fosters work-life

balance and creates an environment where highly skilled employees can further hone their skills. Finally, the splitting of pay and benefits between job sharers ensures that they receive commensurate compensation for their shared role.

Overall, job sharing stands as a progressive organizational strategy that addresses multiple challenges surrounding work-life balance, productivity, and employee well-being. Its nuanced implementation requires thoughtful consideration of various models to suit specific organizational needs.

Empirical Review

Job-Sharing Arrangements and Generation Y Employee Performance

Job sharing emerges as a viable flexible working arrangement, particularly beneficial in maintaining organizational efficiency and effectiveness, even during challenging periods such as pandemics. Mwiti, Mungania, and Kubaison (2022) conducted an empirical investigation to assess the impact of job sharing on employee performance within public universities in the Mount Kenya region. Orishede and Ndudi (2020) found that job sharing extends beyond the mere division of work tasks to include a collaborative exchange of a diverse skill set and innovative ideas. In the context of the Kenyan banking industry, Waiganjo, Kihoro, and Mungania (2016) utilized regression analysis to demonstrate a significant positive correlation between job sharing and overall performance metrics. Complementary findings were presented by Mungania, Waiganjo, and Kihoro (2016), who identified a robust positive relationship between job sharing and flexible career paths as indicators of institutional performance.

Thakur (2018) focused on the Indian labour market to explore the role of job sharing as a tool for enabling employment among housewives. Utilizing a qualitative research design that employed descriptive data analysis, Thakur engaged 266 housewives in a focus group discussion. The study unveiled three principal themes: obstacles to employment, existing employment and growth

opportunities, and the optimal conditions for employment among this demographic. The study underscored that while housewives seek flexible employment options to balance familial responsibilities, they generally prefer part-time commitments, thus highlighting job sharing as an optimal solution.

In summary, current research overwhelmingly supports job sharing as a flexible work arrangement that positively impacts organizational performance and provides an avenue for diverse skill sets and life situations, such as the needs of housewives for part-time work.

METHODOLOGY

Research Design: This study adopted the descriptive survey design. A descriptive study design is a research method that observes and describes the behaviour of subjects from a scientific viewpoint with regard to variables of a situation (Sharma, 2019).

Target Population: In research methodology, a population is defined as the aggregation of subjects, phenomena, or entities that a researcher aims to investigate, as articulated by Creswell (2014). The present study was situated within the organizational context of the Kenya Ports Authority (KPA), located in Mombasa County. Notably, the workforce at KPA was predominantly composed of Generation Y employees, constituting approximately 55% of the organization's total staffing, which was estimated to be around 6,476 individuals. Numerically, this translated to a subgroup of 3,562 Generation Y employees within various departments of KPA. Consequently, the study strategically focused on this specific cohort of 3,562 Generation Y employees, in addition to the Human Resources management team, in order to provide a comprehensive understanding of the research objectives within this demographic and organizational setting.

Sampling Frame: According to Cooper and Schindler (2017), a sampling frame is a list that contains all the population units that will be used to choose the sample. The sampling frame of this study comprised a list of all Generation Y employees and HR management according to the KPA HR records of 2022.

Sample Size: According to Nardi (2018), a sample size of between 10% and 30% is considered an appropriate sample size for small populations. Therefore, using 10% as a conservative estimate of the representative population, the study employed the Cochran formula to derive the sample size of 138 respondents.

Sampling Technique: The required sample was then selected using stratified random sampling technique which has the advantage of being capable of giving every member in each stratum of the population under study an equal chance of being sampled. A sampling frame for the study was obtained from the KPA HR office.

Data Collection Instrument: A questionnaire is a data collection instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. (Abawi, 2014). Structured questionnaires were used for data collection in this study and were developed by the researcher. The questionnaire, therefore, used Likert scales in rating the responses.

Data Processing and Analysis: Data obtained from the questionnaires was carried out with aid of Statistical Package for Social Sciences (SPSS) version 23.0 computer program. Descriptive statistical analysis was done using frequencies and percentages to describe the basic characteristics of the data.

RESULTS

Job Sharing Arrangements

Job sharing arrangements were assessed using a Likert scale where SA = 5 for strongly agreed, A = 4 agreed, N = 3 neutral, D = 2 disagreed and SD = 1 strongly disagreed as shown in Table 1.

Table 1: Job Sharing Arrangements

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	N	Mean	Std. Dev.
Employees were permitted to share jobs in order to ease work stress in the Organization	11	48	38	29	12	138	3.1232	2.8001
The strategy of Job sharing is capable of retaining employees	29	40	33	24	12	138	3.3623	3.0763
There is provision to relieve staff on maternity and paternity leave	14	42	37	33	12	138	3.0942	2.7871
The attainment of employee and organizational productivity is made easy with job sharing arrangement	16	55	35	15	17	138	3.2754	2.9733
Employees were permitted to share jobs in order to ease work stress in the Organization	31	55	26	12	14	138	3.5580	3.2526

Based on the collected data, the study found that job sharing was perceived as an effective strategy for mitigating work-related stress (Mean = 3.1232, SD = 2.8001). The approach was also seen as beneficial for employee retention (Mean = 3.3623, SD = 3.0763). Respondents indicated that job-sharing arrangements were available to accommodate staff during maternity and paternity leaves (Mean = 3.0942, SD = 2.7871). Moreover, there was a general agreement that job sharing positively impacted both individual and organizational productivity (Mean = 3.2754, SD = 2.9733). Specifically, among Generation Y employees, job sharing appeared to be a critical factor in enhancing work performance.

These findings are aligned with the research conducted by Mwiti, Mungania, and Kubaison in 2022. Although the topic of job sharing as a stress reduction mechanism has been relatively under-explored, their study demonstrated a statistically significant relationship between job sharing and employee performance. This current study reaffirms that job sharing, when effectively implemented, can play a vital role in organizational performance.

Performance of Generation Y employees at KPA

Performance of Generation Y employees was assessed using a Likert scale where SA = 5 for strongly agreed, A = 4 agreed, N = 3 neutral, D = 2 disagreed and SD = 1 strongly disagreed as shown in Table 2.

Table 2: Performance of Generation Y employees

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	N	Mean	Std. Dev.
Employees with good work life balance are more productive in my organization	6	66	33	22	11	138	3.2464	2.8918
Management encourages employees to proceed on leave when due to aid productivity	19	48	17	39	15	138	3.1232	2.8691
Productivity increases when employees are permitted to share jobs among themselves	14	79	9	30	6	138	3.4710	3.1184
Employees are good at problem solving in my organization	16	56	33	22	11	138	3.3188	2.9903

The results indicate that employees with good work life balance are more productive in the organization (Mean = 3.2464, SD = 2.8918) and that management encourages employees to proceed on leave as and when due to aid productivity (Mean = 3.1232, SD = 2.8691). It was also determined that productivity

increases when employees are permitted to share jobs among themselves (Mean = 3.4710, SD = 3.1184) and that employees are good at problem solving in my organization (Mean = 3.3188, SD = 2.9903).

Amoro (2021) and Isabwa, Egessa and Ochieng, (2016) findings concurred with this study. They found that job sharing has a significant influence on employee performance. They also established that good work life balance of employees had significant influence on employee performance. Hence, it is vital for top management to ensure that these young and energetic individuals are kept motivated and satisfied by ensuring that they have clear access to required personnel with authority on any work-related matters or grievance. Similarly, senior management needs to provide a good organisational climate for these individuals to interact with required personnel, as they are keen on being updated on the company's future activities and what is expected of them.

The hypothesis was tested and given as follows;

- **H₀:** Job-sharing arrangements do not significantly influence generation Y employee's performance in Kenya Ports Authority, Mombasa was accepted, ($P > 0.05$). Job-sharing arrangements had significant effect on the performance of generation Y employees.

CONCLUSION AND RECOMMENDATIONS

According to the findings generation Y employees were permitted to share jobs in order to reduce work stress in the Organization. This implied that job sharing is a somewhat essential element among Generation Y. The study noted that the strategy of Job sharing is capable of retaining employees. As a result, the attainment of employee and organizational productivity is made easy with job sharing arrangement. In addition, permitting employees to share jobs eases work stress in the organization. This finding concurred with Mwiti, Mungania and Kubaison (2022). Employees

permission to share jobs in order to ease work stress in an organization has been researched that much but an argument by Mwiti, Mungania and Kubaison (2022) revealed that there was statistically significant relationship between job sharing and employee performance. It was found in this study that it had quite important role in performance of organization if well scheduled.

The study found that job sharing had positive effects on generation Y employee performance. As a result, the findings suggested that job sharing (independent) factor served as reliable indicators of employee output.

Amoro (2021) and Isabwa, Egessa and Ochieng, (2016) findings concurred with this study. They found that job sharing has a significant influence on employee performance. They also established that good job sharing of employees had significant influence of on employee performance. Hence, it is vital for top management to ensure that these young and energetic individuals are kept motivated and satisfied by ensuring that they have clear access to required personnel with authority on any work-related matter or grievance.

Additional research is necessary in order to gain a complete understanding of how different office layouts influence particular types of workers. According to the findings of the study, it is recommended that job-sharing be evaluated based on how well they contribute to the positive performance of generation Y employees and be implemented in organizations. Additionally, other aspects that have an effect on the performance of Generation Y workers ought to be evaluated using a variety of methodologies in addition to their implementation in organizations.

REFERENCES

- Abugre, J. B., & Nasere, D. (2020). Do high-performance work systems mediate the relationship between HR practices and employee performance in multinational corporations (MNCs) in developing economies? *African Journal of Economic and Management Studies*.
- Amoro, E. K. (2021). *Work-Life Balance and Employee Performance at Geothermal Development Company in Nairobi City County, Kenya*. (Unpublished Masters Thesis), Kenyatta University.

- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- Berry, M., (2008). Generation Y influenced more by salaries than perks. From <http://www.personneltoday.com/articles/2008/09/15/47477/generation-y-influencedmore-by-salaries-thanperks.html>.
- Donohoe, A. (2019). Employee performance definition. Retrieved from <https://www.bizfluent.com>
- Erickson, T. J. (2008). *Plugged In: The Generation Y Guide to Thriving at Work*. Harvard Business Press: Boston, MA
- Kotter, J. (2012). *Corporate culture and performance*. New York: Free press.
- Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019). An examination of sustainable HRM practices on job performance: An application of training as a moderator. *Sustainability*, 11(8), 2263.
- McCordle, L. (2006). *New Generations at work: Attracting, Recruiting, Retraining & Training Generation Y*. McCordle Retrieved from <http://www.mccordle.com.au>.
- Meier, J. & Crocker, M. (2010). Generation Y in the Workforce: Managerial Challenges. *The Journal of Human Resource and Adult Learning*, 6(1), 68-78.
- Mira, M., Choong, Y., & Thim, C. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771-786.
- Mungania, A.K., Waiganjo, E.W. & Kihoro, J. (2016). Influence of Flexible Work Arrangement on Organisational Performance in the Banking Industry in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 6(7), 159 -171.
- Mwiti, M. K., Mungania, A. K., & Kubaison, S. T. (2022). Job Sharing on Employee Performance in Public Universities in Mt Kenya Region. *The International Journal of Humanities & Social Studies*, 10(4).
- Orishede, F., & Ndudi, E. F. (2020). Flexible work arrangement and employee performance: A review. *J. Resour. Econ. Dev*, 3, 86-103.
- Owoeye, I., Kiiru, D., & Muli, J. (2020). Recognition Practices and Employee Performance: Understanding Work Engagement as a Mediating Pathway in Kenyan Context. *Journal of Human Resource Management*, 8(3), 163-171.
- Ruvimbo, T. S., & Hlanganipai, N. (2016). Organisational commitment and job retention among nurses in a South African setting: An exploratory study. *Journal of Psychology in Africa*, 26(1), 74-77.
- Talent Matters (2018). Balancing Work and Life: Where Do Malaysian Employers Stand? <http://www.talentmatters.com.my/stories/employers/balancing-work-and-life-wheredo-malaysian-employers-stand>
- Twalib, M. H., & Kariuki, M. M. (2020). Influence of motivation on employee performance at Telkom Kenya limited. *International Journal of Business Social Sciences & Education*, 2(11), 421-431.