

**WORKPLACE STRESSORS AND EMPLOYEES PERFORMANCE IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING INSTITUTIONS IN KERICHO COUNTY, KENYA**

<sup>1\*</sup>Christine Macharia, <sup>2</sup>Dr. Millicent Mboya & <sup>3</sup>Dr. Peter Ngatia

<sup>1\*</sup>Masters Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

<sup>2</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

<sup>3</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

Accepted, Aug 9<sup>th</sup>, 2024

**Abstract**

The general objective of this research is to assess the influence of workplace stressors on employee's performance in technical and Vocational Education and Training Institutions (TVET) in Kericho County, Kenya. Specifically, the study sought to determine the influence of management practices on employee performance in technical and vocational education and training institutions in Kericho County, Kenya and to determine the influence of work environment on employee performance in technical and vocational education and training institutions in Kericho County, Kenya. The study was guided by Principle of Administrative Management Theory and Herzberg's Two Factor Theory. The target population in this study is 20 TVETs in Kericho County. The units of observation are as follows; principals 20, HR 20, Heads of Department 40, Head of Sections 60, totaling to 140 respondents. Due to the number of population, the study employed census. The study relied on primary data which was collected through use of questionnaires. A pilot study was conducted to test validity and reliability of the data collection instrument. Data analysis was done through use of descriptive and inferential statistics. This was done with the help of Social Package for Statistical Science (SPSS) version 27. The study results were presented through use of tables. The study concludes that management practices have a positive and significant effect on employee performance in TVET institutions in Kericho County, Kenya. Further, the study concludes that work environment has a positive and significant effect on employee performance in TVET institutions in Kericho County, Kenya. From the findings, it is imperative for TVET institutions in Kericho County to invest in comprehensive management training programs for their leaders and administrators. In addition, it is crucial for TVET institutions to foster a culture of teamwork and collaboration among employees. Establishing collaborative platforms, such as cross-functional teams or project groups, can encourage interaction and communication among staff from different departments or disciplines.

**Key Words:** *Workplace Stressors, Management Practices, Work Environment, Employees Performance*

## **INTRODUCTION**

Satpathy and Maitra (2019) posit that stress is a normal part of life and that, in small quantities; it acts as motivation, increasing individual productivity. On the flip side, high-stress levels coupled with strong responses to stress are detrimental. How we react to stress-provoking events determines the magnitude of their impact on our health. Sources of perceived stress that are treated as threats include, but are not limited to unrealistic expectations, one's job, health, and relationships. Workplace stress may arise from hasty changes in the business world, leading to political, social, economic, and family problems for the employees, rendering the organizations they work in unsuccessful.

According to Ajayi (2018), stress is a global and universal challenge to both organizations' and employees' productivity. Employees engaged in different sectors and organizations are forced to deal with today's challenges of workplace stress. Stress decreases organizational performance, causes an overall decrease in employees' performance, increases error rates and poor work quality, and increases the rate of staff turnover and absenteeism due to health issues that include depression, work-life imbalance anxiety, emotional disorder, frequent headaches, cardiac arrest, and obesity. According to the Labour Force Survey (2019), mental health is the biggest human resource issue faced by United Kingdom employers, with almost 49% of all working days being wasted and lost due to work-related stress, depression, and anxiety. Therefore, successfully managing work-related stress from home or their personal lives can tremendously impact businesses' productivity and staff retention, leading to stability and profitability.

In South Africa, research done on nurses showed that personal stress is a better predictor of burnout and general health than job satisfaction. Hence a need to evaluate Coping and staffing strategies (Khamisa & Oldenburg, 2017). A study carried out in Nigeria by Omotayo, Odunayo, Oyewunmi, and Falola (2016) showed that role congruence, recognition, equity, and distance had a significant influence on organizational performance, making it imperative for organizations to invest necessary resources in developing strategies and interventions to reduce workplace stress, that would result to continuous opportunities in terms of increased performance and overall sustainability.

Workplace stress is not new in Kenya; hence, Kenyans experience hardships, including recessions, droughts, and inflammation (Mary et al., 2018). Workplace stress negatively impacts one's mind and psychological, for example, inability to concentrate, frequent absenteeism, frustrations, disorganization, poor decision-making skills, and less activity in problem-solving, which consequently affects job performance.

TVETs history can easily be traced from the early 1990s. Through the Ministry of Education, Kenya championed the adoption of TVETs through efficient financing with the aim of producing a highly trained and skilled workforce to power its industrialization sector to achieve its 2030 vision. The Kenyan government envisions 20% of youth enrolment in TVET institutions by 2030 (Maina, 2019). Ngugi & Muthima (2017) highlights that provisions of TVETs in Kenya take place in Youth Polytechnic (YPs), National Youth Services (NYS), The Kenya Technical Teachers College (KTTC), Institutes of Technology (IT), Technical Training Institutes (TTIs) and in some given universities.

### **Statement of the Problem**

According to Hickman and Silva (2018), performance is the core of every management, which means there is no purpose for the existence of any business entity if it isn't performing as per the established goals and objectives. Businesses strive to look into diverse prospects to help maintain and boost its performance. Therefore, employee's performance is crucial regarding profitability,

employee satisfaction, improved employee morale, and general productivity. Hence, if TVETs cannot meet the demands of their clients and employees, they tend to lower their competitive advantage, which may lead to workplace stress, resulting in a negative impact on a given organization.

Workplace stress as shown by Xu, (2022), is caused by the nature of task, behaviour and managerial behaviour, expectation higher than employees' ability, communication, the grand society factor, life and identity. A report done by Gallup on US and Canadian workers, captured on The American institute of stress (2023) article indicated, that 65% of workers reported that workplace stress had caused difficulties and more than 10% of these workers said it had major effects such as; work related neck pain, skipping lunch because of work demands, 34% had difficulties in sleeping, 44% had stressed out eyes, 12% reported hurting hands and 12% called in sick because of workplace stress.

In addition the Gallup report (2022) indicated that, 10% of these workers said that physical violence occurred as a result of workplace stress. 42% said yelling and verbal abuses were common and 29% said that they yelled at their co-workers as a result of workplace stress. 14% reported that equipment and machinery at their workplace were frequently damaged as a result of stress. According to Mathangi (2017), workplace stress profoundly impacts employee's performance, organizational performance, and extensive chronic consequences. TVET institutions are confronted with challenges of working conditions, management practices, employees relationship at the workplace, work overload and low salaries, increased absenteeism, high turnover, and a disconnect between employees and employers; that lead to strikes, poor work-life balance, low productivity at work, poor time management, misunderstanding, and increased operational cost, making it less likely for people to join TVET institutions due to low staff morale, poor performance and decreased productivity.

The management is responsible for the well-being of the company and all its stakeholders, including employees and investors. Therefore, it should be made up of experienced, motivated, and skilled individuals who will do all that is deemed necessary for the best interest of the company and stakeholders (Tutorial Point, 2021). Adequate facilities, a comfortable work environment, and good employee relations greatly impact employee performance. This means that when employees are comfortable in their work environment, they will be more disciplined, which can improve their performance in achieving organizational goals (Putri et al., 2019). According to Gordon et al. (2019), positive workplace relationships enhance more cohesive work groups, committed and more satisfied employees, increased productivity, attainment of goals, and increased positive feelings about the organization; these relationships can make tasks more pleasant and hence a vital factor in preventing employee turnover.

### **Specific Objectives**

- i. To determine the influence of management practices on employee performance in technical and vocational education and training institutions (TVET) in Kericho county, Kenya.
- ii. To determine the influence of work environment on employee performance in technical and vocational education and training institutions (TVET) in Kericho county, Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Principle of Administrative Management Theory**

Henri Fayol (1841–1925) was the author of this theory. The idea looks at how managers might see the organization and the circumstances they might face. Forecasting, planning, coordinating,

commanding, and controlling are the five primary duties of a leader (Indeed Editorial Team, 2021). For effective and efficient management, leaders or managers should adopt the following management principles by Fayol: initiative, equity, scalar chain, fair remuneration of employees, unity of direction, discipline, division of work, authority and responsibility, unity of command, subordination of individual interest to the general interest, centralization and decentralization, stability of tenure, and 'esprit de corps.' Managerial practices and effective communication are key to productivity and efficiency in any organization and applicable in the modern workplace (Edwards 2018).

### Herzberg's Two Factor Theory

Herzberg, Mausner, and Snyderman's groundbreaking 1959 publication of their Motivation-Hygiene Theory were revolutionary for industrial psychology. This theory divided job satisfaction factors into two categories: 'the need for growth or self-actualization,' known as motivation factors which include achievement, recognition, the work itself, responsibility, advancement, and the possibility for growth (Herzberg 1966; Herzberg 2003), and 'the need to avoid unpleasantness,' referred to as hygiene factors such as company policies and administration, relationship with supervisors, interpersonal relations working conditions salary (Herzberg 1966; Herzberg 2003). The lasting significance of this theory is evident in its continued relevance today in various workplaces around the world.

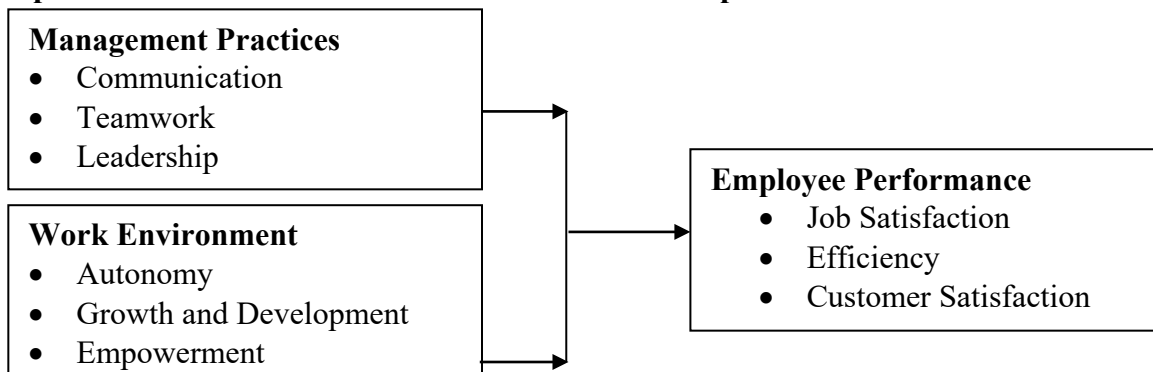
Motivation factors are an intrinsic part of a job and lead to positive job attitudes, whereas hygiene factors encompass the extrinsic environment surrounding a job. While both factors have been identified as influential in determining employee satisfaction, they do so in different ways. Herzberg et al. (1959) found that motivation factors increase and improve overall job satisfaction, while hygiene factors reduce levels of dissatisfaction only when below what is considered acceptable by employees, albeit unable to cause or create true feelings of satisfaction towards a role. For instance, better hygiene conditions can decrease frustration but will not necessarily boost one's enthusiasm for their current employment role (Stello 2011). Alshmemri et al. (2017) further suggest poor working conditions caused by inadequate hygiene may cause feelings such as anger and guilt, negatively impacting performance within any given position.

### Conceptual Framework

The conceptual framework below demonstrates the interrelationships between dependent and independent variables for this study. The independent variables are management practices and work environment. The dependent variable is employee performance in technical and vocational education and training institutions in Kericho County, Kenya.

#### Independent Variables

#### Dependent Variable



**Figure 1: Conceptual Framework**

## **Management Practices**

Management is a fundamental function of any organization; thus, the management team must be composed of motivated and skilled individuals to ensure the company's and its stakeholders' success. To measure management practice effectively, our indicators focus on communication, teamwork, and technical progress, as illustrated in the chart above. An effective managerial team will prioritize open dialogue among employees while encouraging collaboration within their workforce; they will also exhibit strong visionary principles that enable them to make informed decisions that reflect positively upon organizational objectives and outcomes. Managers must be proficient in sending and receiving messages to communicate effectively. Zink (2022) asserts that managers need to recognize potential barriers, analyze why they exist, and take steps to prevent them from occurring. Ultimately, a manager's responsibility is to create a functional communication system within the company.

According to Zink (2022), effective communication promotes motivation by informing and clarifying tasks, performance levels, and ways of improvement for employees. Communication is also important in decision-making as it helps identify multiple solutions or courses of action. Furthermore, communicating through organizational magazines, journals, meetings, etc., can help shape employee attitudes by socializing them and controlling their behavior. This control enables members to adhere to policies while performing their roles efficiently, allowing them the platform to communicate any issues they may have with superiors. Therefore it follows that communication plays a pivotal role in management functions such as attitude alteration and behaviour control.

A team is a group working together towards a shared mission or goal, often preceding their interests in favor of the collective success. The most effective teams are enthusiastic opportunity-seekers, persistent problem-solvers, and confident optimists who foster high levels of collaboration and professional growth within the team. Leadership entails inspiring employees to believe in your vision while creating an ideal work environment. Management revolves around meeting objectives by monitoring day-to-day tasks (Sohmen 2013; Duggal 2023).

## **Work Environment**

Gunaseelan (2015) defines work environment as an area in which someone works, encompassing all of the elements that shape their experience, such as workplace systems, processes, structures, and tools that can benefit or harm individual job performance. Autonomy according to Sharma (2023), is the level at which employees are involved in making decisions and are able to independently act with minimum supervision, hence employees choose various ways of completing tasks assigned to them, making decisions, solving problems and take relevant actions independently, thus creating an ownership attitude towards their work.

Sharma (2023) asserts that autonomy is achieved by allowing employees to select projects, having flexible working hours, being in control in budget allocation & spending, encouraging new ideas, strategies and approaches, allowing them to choose training and development programs aligning with their career goals and carry out performance evaluation; thus reducing employees stress levels.

Elena (2018) defines employee development as developing the abilities of each employee to enhance performance, as employees will be more committed and satisfied. Champathes, (2006) asserts that an increase in employee performance has a direct correlation with the effectiveness of an organization.

According to Meyerson and Dewettinck (2018), Proper empowerment of employees has a significant effect in reduction of employee replacement and improves employee's commitment.



It also bridges the barrier between employees and the management causing an increase in productivity and satisfaction at the workplace. Meyerson *et al.* (2017), asserts that employee empowerment is concerned with trust, motivation, decision-making, and breaking the inner boundaries between management and employees as that is changing from “them” to “us”.

## **Empirical Review**

### **Management Practices and Employee Performance**

Management practices are the strategies and techniques managers utilize to make their organizations more effective. These practices include empowering staff, providing employee training opportunities, setting up quality improvement schemes, and incorporating new technological solutions into operations. By employing such methods, managers can ensure that their organization runs as efficiently.

Management is essential to success, as it helps in achieving group goals. Management provides direction and focus, arranges all necessary factors of production, and assembles and organizes resources efficiently to reach the predetermined objectives. Also, effective management practices help optimize resource utilization and cost reduction strategies and establish a sound operational system that can adapt to ever-changing environments and improve productivity levels for better people's welfare. Furthermore, according to Management Study Guide (2015), good management techniques are paramount for reaching set targets and enabling organizations worldwide to stay competitive over time without compromising efficiency or performance.

Bloom, Genakos, Sadun & Reenen (2019) noted that government and founder-owned firms are often poorly managed. In contrast, multinationals, dispersed shareholder companies, and private equity investors generally manage their businesses more effectively. Research suggests that family-run organizations with an external CEO tend to be managed better than those where family members are at the helm. Furthermore, this study found a strong correlation between stronger product market competition and improved management practices and higher employee skills; similarly, less regulated labor markets have been shown to lead to increased use of incentive management strategies such as performance-based promotion.

### **Work Environment and Employee Performance**

Work environment includes work hours, benefits, people, career development opportunities, and physical workspace that create the atmosphere in which employees operate in. conducive work environments promote higher levels of well-being, motivating employees to perform better within their roles. They also support creativity, collaboration, and productivity. Furthermore, it encourages employee engagement by providing a culture of respect for each individual's contributions toward company growth, (The Editorial Team at Elsevier).

Glassdoor team ,(2021) asserts, that having a positive work environment brings many advantages to employers and employee such as, increased loyalty and corporate brand, higher employee satisfaction, motivation, and engagement leading to improved productivity of workers; management's ability to identify those exhibiting adversarial behaviour, which is damaging morale; use of positive reinforcement by managers to build up employee satisfaction and engagement; respectfulness towards coworkers from different departments or levels within the company as well as creating opportunities for professional growth through internal promotions or training programs. Additionally, it cultivates a mindset of positivity among employees while also allowing them the opportunity for a better balance between their life commitments and those done at work.

Glassdoor (2021), Zhenjing *et al.* (2022) further explains that a positive work environment means acknowledging employees through job benefits and opportunities for growth, actively

seeking their involvement in company operations and decision-making processes with peer interviews, rewarding productive workers, respecting individual differences of each employee, promoting communication between staff members to facilitate collaboration between teams and encouraging an environment where mistakes can be corrected. Additionally, it is important to identify and address any negative office politics that could lead to reduced organizational performance while supporting a healthy work-life balance for all personnel.

Organizational support has been proven to positively affect the work environment for knowledge sharing, motivation, procedural justice, and promotion. Furthermore, research suggests that this supportive organizational climate mediates between employee creativity and performance outcomes. Thus, creating a conducive work environment can improve an organization's overall success (Horng et al., 2015).

## **METHODOLOGY**

### **Research Design**

This research adopted a descriptive design using qualitative and quantitative elements (Kothari 2004). This approach aims to describe the characteristics of an individual or group holistically. Data collection methods, sample size, data processing techniques for analysis, and reporting outputs are all part of the project's scope.

### **Target Population**

The target population in this study is 20 TVETs in Kericho County. The units of observation are as follows; principals 20, HR 20, Heads of Department 40, Head of Sections 60, totaling to 140 respondents. Due to the number of population, the study employed census. Jainvan (2023) defines census as a method in which a researcher collects data related to an issue under study by covering each unit in the population. Census therefore, implies a total enumeration of population under study. Zhang et.al (2007) asserts that census method is less time and resources consuming and that it's suitable for a small population.

### **Data Collection tools**

This research's main data collection instrument was a structured Questionnaire. Mcleod (2023) defines a questionnaire as a research tool that consists of a set of questions with an aim of gathering information's from a given unit of respondents. Questionnaires are inexpensive, are more practical, results may be received very quickly, enhances the anonymity of the respondents, and hence are confident and free to air their views.

### **Data Collection Procedure**

Consent letters from National Commission for Science, Technology, and Innovation (NACOSTI) was used to approach the institutions under study before collecting data in the actual research process. In addition, the researcher sought an introductory letter from the university. The researcher distributed and administered the questionnaires in person to respondents in the selected institutions within Kericho County.

### **Pilot Study**

The pilot study was conducted in tertiary institutions within Kericho County that are of similar interests as those of TVET institutions. Mugenda and Mugenda (2013), indicates that for a population size less than 10, 000, a 10-30% sample size is a sufficient representation of the population. Therefore this study used a sample size 10% of the 140 participants, hence 14 respondents were used. Mboya (2019) indicates that a pilot test ensures the accuracy and appropriateness of the research design and instrument, enhancing its validity.

## Data Analysis and Presentation

Data was analyzed with Social Package for Statistical Science (SPSS) version 27 and was presented in form of tables. The research model that underpinned this study is multiple regression expressed as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y- Employee performance

$\beta_0$  - constant

$X_1$  – management practices

$X_2$  – workplace relationships

e – The error term

Regression analysis provides insight that can be applied to improve further a service (Alchemer, 2021).

## FINDINGS AND DISCUSSIONS

### Descriptive Statistics Analysis

#### Management Practices and Employee Performance

The first specific objective of the study was to determine the influence of management practices on employee performance in TVET institutions in Kericho County, Kenya. The respondents were requested to indicate their level of agreement on statements relating to management practices and employee performance. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that their organization has adopted various leadership styles. This is supported by a mean of 4.074 (std. dv = 0.630). In addition, as shown by a mean of 3.765 (std. dv = 0.576), the respondents agreed that their organization ensures high level of teamwork and collaboration among the employees. Further, the respondents agreed that the management style adopted in their organization is very effective. This is shown by a mean of 3.632 (std. dv = 0.486). The respondents also agreed that the communication channels in their organization are effective in transmitting information and feedback. This is shown by a mean of 3.559 (std. dv = 1.111). From the results, the respondents agreed with a mean of 3.574 (std. dv = 0.967) that employees in their organization are involved in decision making process.

**Table 1: Management Practices**

	Mean	Std. Deviation
The management style adopted in our organization is very effective	3.632	0.486
Our organization has adopted various leadership styles	4.074	0.630
The communication channels in our organization are effective in transmitting information and feedback	3.559	1.111
Employees in our organization are involved in decision making process	3.574	0.967
our organization ensures high level of teamwork and collaboration among the employees	3.765	0.576
<b>Aggregate</b>	<b>3.721</b>	<b>0.754</b>

#### Work Environment and Employee Performance

The second specific objective was to establish how the work environment affects employee performance in TVETs Institutions in Kericho County, Kenya. The respondents were requested



to indicate their level of agreement on various statements relating to work environment and employee performance. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that in their organization employees are responsible of their actions. This is supported by a mean of 4.177 (std. dv = 0.384). In addition, as shown by a mean of 4.088 (std. dv = 0.511), the respondents agreed that employees participate in setting goals and objectives of their work. Further, the respondents agreed that they are in control of their career path and that am progressing in personal and professional development. This is shown by a mean of 3.677 (std. dv = 0.502). The respondents also agreed that the physical working condition in their organization is good. This is shown by a mean of 3.662 (std. dv = 0.477). From the results, the respondents agreed with a mean of 3.574 (std. dv = 0.779) that their organization provides the needed resources and facilities to enhance employee work effectiveness.

**Table 2: Work Environment and Employee Performance**

	Mean	Std. Deviation
The physical working condition in our organization is good	3.662	0.477
Our organization provides the needed resources and facilities to enhance employee work effectiveness	3.574	0.779
In our organization employees are responsible of their actions	4.177	0.384
I am in control of my career path and that am progressing in personal and professional development	3.677	0.502
Employees participate in setting goals and objectives of their work	4.088	0.511
<b>Aggregate</b>	<b>3.836</b>	<b>0.531</b>

### **Employee Performance**

The respondents were requested to indicate their level of agreement on various statements relating to employee performance in TVET institutions in Kericho County, Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that the quality of work produced by the employees have been improving. This is supported by a mean of 3.735 (std. dv = 0.444). In addition, as shown by a mean of 3.706 (std. dv = 0.490), the respondents agreed that they are satisfied with the quality of work produced in their organization. Further, the respondents agreed that they are satisfied with their level of work performance. This is shown by a mean of 3.618 (std. dv = 0.692). The respondents also agreed that employees in their organization complete their assignments on time. This is shown by a mean of 3.603 (std. dv = 0.493). From the results, the respondents agreed with a mean of 3.529 (std. dv = 0.657) that the level of customers satisfaction in their organization has improved.

**Table 3: Employee Performance**

	Mean	Std. Deviation
Employees in our organization complete their assignments on time	3.603	0.493
The quality of work produced by the employees have been improving	3.735	0.444
Am satisfied with the quality of work produced in our organization	3.706	0.490
The level of customers satisfaction in our organization has improved	3.529	0.657
Am satisfied with my level of work performance	3.618	0.692

**Correlation Analysis**

The present study used Pearson correlation analysis to determine the strength of association between independent variables (management practices and work environment) and the dependent variable (employee performance in technical and vocational education and training institutions in Kericho County, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

**Table 4: Correlation Coefficients**

		Employee Performance	Management Practices	Work Environment
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	121		
Management Practices	Pearson Correlation	.836**	1	
	Sig. (2-tailed)	.002		
	N	121	121	
Work Environment	Pearson Correlation	.845**	.289	1
	Sig. (2-tailed)	.001	.061	
	N	121	121	121

From the results, there was a very strong relationship between management practices and employee performance in TVETs in Kericho County, Kenya ( $r = 0.836$ ,  $p$  value = 0.002). The relationship was significant since the  $p$  value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between management practices and employee performance.

Moreover, the results revealed that there is a very strong relationship between work environment and employee performance in TVETs in Kericho County, Kenya ( $r = 0.845$ ,  $p$  value = 0.001). The relationship was significant since the  $p$  value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Aluonzi, Oluka, & Nduhura (2016) that there is a very strong relationship between work environment and employee performance.

**Regression Analysis**

Multivariate regression analysis was used to assess the relationship between independent variables (management practices and work environment) and the dependent variable (employee performance in technical and vocational education and training institutions in Kericho County, Kenya)

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940	.884	.885	.582

a. Predictors: (Constant), management practices and work environment

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable (employee performance in technical and vocational education and training institutions in Kericho County, Kenya) could be explained by independent variables (management practices and work environment).

**Table 6: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.027	2	6.01	107.321	.000 <sup>b</sup>
Residual	6.568	118	.056		
Total	18.595	120			

a. Dependent Variable: employee performance

b. Predictors: (Constant), management practices and work environment

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 107.321 while the F critical was 3.073. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of management practices and work environment on employee performance.

**Table 7: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	0.311	0.082		3.793	0.003
	management practices	0.387	0.091	0.388	3.593	0.003
	work environment	0.386	0.099	0.387	3.890	0.000

a Dependent Variable: employee performance

The regression model was as follows:

$$Y = 0.311 + 0.387X_1 + 0.386X_2 + \varepsilon$$

According to the results, management practices has a significant effect on employee performance in TVETs in Kericho County, Kenya ( $\beta_1=0.387$ , p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Brown and Hyer (2016) who indicated that there is a very strong relationship between management practices and employee performance.

The results also revealed that work environment has significant effect on employee performance in TVETs in Kericho County, Kenya, ( $\beta_1=0.386$ , p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings conform to the findings of Aluonzi, Oluka, & Nduhura (2016) that there is a very strong relationship between work environment and employee performance.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The study concludes that management practices have a positive and significant effect on employee performance in TVET institutions in Kericho County, Kenya. Findings revealed that

communication, teamwork and leadership influences employee performance in TVET institutions in Kericho County, Kenya

In addition, the study concludes that workplace relationship has a positive and significant effect on employee performance in TVET institutions in Kericho County, Kenya. Findings revealed that trust, diversity and inclusion influences employee performance in TVET institutions in Kericho County, Kenya

### **Recommendations**

From the findings, it is imperative for TVET institutions in Kericho County to invest in comprehensive management training programs for their leaders and administrators. These programs should focus on imparting advanced skills in leadership, communication, and decision-making. By equipping management personnel with the necessary tools and knowledge, institutions can foster a more conducive working environment and enhance their ability to inspire and guide their teams effectively. Training should extend beyond traditional management practices to encompass contemporary approaches, including those that foster employee engagement, motivation, and collaboration.

In addition, it is crucial for TVET institutions to foster a culture of teamwork and collaboration among employees. Establishing collaborative platforms, such as cross-functional teams or project groups, can encourage interaction and communication among staff from different departments or disciplines. This approach not only promotes the exchange of ideas and expertise but also enhances the sense of belonging and shared purpose within the organization. Instituting team-building activities and workshops can further strengthen interpersonal relationships and trust among employees.

### **Suggestions for Further Studies**

This study focused on to investigating the influence of workplace stressors on employee's performance in technical and Vocational Education and Training Institutions (TVET) in Kericho County, Kenya. Having been limited to employee's performance in technical and Vocational Education and Training Institutions (TVET) in Kericho County, Kenya, the findings of this study cannot be generalized to employee performance in other public learning institutions including primary schools, secondary schools and universities in Kenya. The study therefore suggests further studies on the influence of workplace stressors on employee's performance in other public learning institutions in Kericho County, Kenya.

Further, the study found that the independent variables (management practices and work environment) could only explain 88.4% of employee performance in technical and vocational education and training institutions in Kericho County, Kenya. This study therefore suggests research on other factors affecting employee performance in technical and vocational education and training institutions in Kericho County, Kenya.

### **REFERENCES**

- Ajayi, S. (2018). Effect of stress on employee performance and job satisfaction: A case study of Nigerian banking industry. *Available at SSRN 3160620*.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal, 14*(5), 12-16.
- Gordon, J., Hartman & Rosanne L. (2019). "Affinity-Seeking Strategies and Open Communication in Peer Workplace Relationships". *Atlantic Journal of Communication, 17* (3), 115–125

- Gunaseelan, R., & Ollukkaran, B. A. (2018). A study on the impact of work environment on employee performance. *Namex International Journal of Management Research*, 7(1), 1-16.
- Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2017). Effect of personal and work stress on burnout, job satisfaction and general health of hospital nurses in South Africa. *Health sa gesondheid*, 2(2), 252-258.
- Mboya, M. A. (2019). *Influence of Leadership Styles on Quality Assurance in Selected Institutions of Higher Learning in Kenya* (Doctoral dissertation, JKUAT-COHRED).
- McLeod, S. (2017). Maslow's hierarchy of needs. *Simply psychology*, 1(1-18).
- Methot, J. R., Lepine, J. A., Podsakoff, N. P., & Christian, J. S. (2016). Are workplace friendships a mixed blessing? Exploring tradeoffs of multiplex relationships and their associations with job performance. *Personnel psychology*, 69(2), 311-355.
- Phillips, J. J., & Connell, A. O. (2018). *Managing employee retention: a strategic accountability approach*. Routledge.
- Sias, P. M., & Shin, Y. (2019). Workplace relationships. In *Origins and Traditions of Organizational Communication* (pp. 187-206).
- Wang, Z., Zaman, S., Rasool, S. F., uz Zaman, Q., & Amin, A. (2020). Exploring the relationships between a toxic workplace environment, workplace stress, and project success with the moderating effect of organizational support: Empirical evidence from Pakistan. *Risk Management and Healthcare Policy*, 13, 1055.
- Meyerson, G., & Dewettinck, B. (2017). Effect of empowerment on employees performance. *Advanced research in economic and management sciences*, 2(1), 40-46.
- Mor Barak, M. E. (2015). Inclusion is the key to diversity management, but what is inclusion?. *Human Service Organizations: Management, Leadership & Governance*, 39(2), 83-88.
- Meyerson, G., & Dewettinck, B. (2017). Effect of empowerment on employees' performance. *Advanced research in economic and management sciences*, 2(1), 40-46.
- Zhang, D., Wang, L., Lv, F., Su, W., Liu, Y., Shen, R., & Bi, P. (2017). Advantages and challenges of using census and multiplier methods to estimate the number of female sex workers in a Chinese city. *AIDS care*, 19(1), 17-19.
- McLeod, S. (2018). Questionnaire: Definition, examples, design and types. *Simply psychology*, 78, 350-365.
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in public health*, 10, 890400. <https://doi.org/10.3389/fpubh.2022.890400>