

# **EFFECT OF ORGANIZATIONAL COMPETENCIES ON PERFORMANCE OF INSTITUTIONS UNDER THE MINISTRY OF LABOUR AND SOCIAL PROTECTION, KENYA.**

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## **ABSTRACT**

Implementing the strategy provides the overarching framework against which management may succeed during tough circumstances. In today's lively global economy, companies are tasked with the enormous duty of comprehending and executing strategy. For this investigation, the focus was be on Kenya's Labor and Social Protection Ministry's ability to execute its plan. The purpose of the research was to assess the impact of organizational skills on the performance of institutions under the Ministry of Labor and Social Protection. The resource-based view (RBV) and contingency theory were all used as the basis for this study's findings. It made use of a process known as descriptive research. 11 institutions in the Ministry of Labour and Social Protection in Nairobi were researched throughout the investigation. All 953 management (high, middle and lower) workers at the head offices of these organizations in Nairobi were surveyed as part of this research. Stratified sampling was followed by ordinary random sampling in this investigation. Based on the Fisher Formula, 274 people were selected for study. To gather primary information, a semi-structured questionnaire was used to gather data. A pilot research was conducted with 10% of the total number of people that took part in it. Cronbach's Alpha test was

used to examine the internal consistency of the methodology. The data was cleaned and analyzed using SPSS (Version 25) frequencies, means and standard deviations and multiple linear regression were done. Data was presented in form of tables. The study revealed that; a single increase in organizational competencies will lead to a significant increase in the performance of institutions under the Ministry of Labour and Social Protection. Performance can be significantly improved by effectively developing and utilizing organizational competencies; effectively articulating leaders' visions, and focusing on the institution's mission, goals, and objectives. The study recommended that; top managers of public institutions should identify feasible competencies in employees and line managers that can stir organizational performance. A comparative research of private and public enterprises is advised; a subsequent study may concentrate on the function of strategic leadership in implementing strategy in public organizations; and a third study can examine the impact of management innovations on public organization performance.

**Key Words:** Organizational skills; Performance, Resource-Based View (RBV), Contingency theory

## **INTRODUCTION**

### **Background of Study**

(Ahmed & Othman, 2017) define performance as the way in which a firm accomplishes its market-based objectives and additionally its financial objectives. An organization's performance is defined as the accomplishment of the organization's long-term objectives as outlined in its strategic plans, according to (Ahmed, Khuwaja, Brohi, & Othman, 2018). It is the sum of a company's actual results and declared goals relative to its stated goals and objectives. Organizational performance. According to (Ali, 2017), organizational performance comprises of three distinct areas of company results: Financial performance, commodity market performance and shareholder return. Samad and Aziz (2016) view strategy implementation as the conversion of strategies into action.

According to (Ekam & Waribugho, 2016), strategy implementation provides the overall plan against which management can excel in difficult times. Strategy implementation consolidates the hierarchical apparatuses that can be used to help people make fruitful individual advances bringing about the appropriation and acknowledgment of progress (Tawse & Tabesh, 2021). Setting goals and carrying them out via the creation of plans and budgets are all aspects of the strategy implementation process. (Cândido & Santos, 2019) reiterated that the implementation covers all the necessary areas, which include strategy implementation, organizational structure, strategic control systems, strategic leadership and sound governance.

### **Strategic Implementation and Organizational Performance in the global Perspective**

In the vibrant global environment that organizations operate in today, organizations are faced with a huge responsibility of understanding and implementing strategy. In their research, (Günther, 2016) indicated that 72% of corporate leaders acknowledged the importance of strategy implementation in organizational performance. According to Raps and Kauffman (2016), the issue is shown by indecisive low-level performance that ranges from 10% to 30% of the envisioned methods. (Kartiningsih & Daryanto, 2020) claimed that between 50% and 80% of strategy implementation efforts fail. A study by (Reed, 2020) showed that 90 percent of formulated strategies of firms in the USA and Europe are not implemented on time and do not achieve the intended results.

In a study of 200 companies by (Almulla, Alshehhi, & Mansoor, 2019), 80 percent of directors said they had the right strategies but only 14 percent thought they were implementing them well, no doubt linked to the finding that despite 97 percent of directors having a 'strategic vision', only 33 reported achieving significant strategic success. By comparing US and Japanese semiconductor industries, (Zakrzewska-Bielawska, 2016) found that the frequent repositioning of American firms had a greater impact on other American companies and a lesser impact on

Japanese firms that are busy implementing their long-term product line and market segment strategies.

(Bandile, 2019) showed that 90 percent of formulated strategies of firms in the USA and Europe are not implemented on time and do not achieve the intended results. Managers in Jordanian firms, according to a research by (Alawneh & Al-Zoubi, (2020)), depend heavily on planning and coordinating activities when executing strategies, but weak leadership is the main hindrance to successful strategy implementation and execution. According to (Hyu, Kim, & Park, 2020) in a research on the effects of organizational structure in the Korean public sector, many firms rely on planning and coordinating activities, but the major obstacle is insufficient leadership.

### **Strategic Implementation and Organizational Performance in the Regional Perspective**

(Jayawarna & Dissanayake, 2019) allude that 86% of the most successful companies in Africa see culture aligned to strategy as highly significant, as opposed to only 55% of less successful companies. According to a research on culture and strategy, the most important elements affecting an organization's ability to effectively implement its plan include things like the structure and culture of the company. (Shillingi, 2018) claimed that between 50% and 80% of strategy implementation efforts fail among the Tanzanian firms mainly due to complicated and time-consuming part of strategic management approaches. Aguoru, Umogbai and Ozowa (2018) asserted that the failure to effectively implement strategies lead to unanticipated loss in the organizations' performance in terms of service delivery and market share.

Research conducted in Nigeria by (Ekom & Waribugo, 2016) found that, despite having the best strategies in the African region, they were unable to deliver results because of negative leadership behavior, which demonstrated that strategy executives lacked accountability and did not have the same level of commitment as the rest of the organization to achieving the goals of the organization. (Etim, A., & A., 2018) found out that the organizational structure in place of most African organizations is mechanistic which relates to projects in a very weak matrix structure due to the nature of its operations, the strategy adopted, and the size of the company.

The Dawa City Government Communication Affairs Bureau's organizational structure has a significant influence on the successful execution of plans, according to (Gelan, 2020). Organization-wide strategic planning has been place, as shown by this confirmation. Organizational productivity can be increased by a well-thought-out and well-formulated strategy paired with an appropriate organizational structure. Second, organizational and behavioral resistance to strategic changes renders formulation ineffective. Waribugo and Akpan (2016) studied the impact of structure on strategy implementation among telecommunication firms in Nigeria and showed that centralization has insignificant positive correlation with budgetary program implementation and resource control implementation, specialization has positive and significant relationships with the dimensions of strategy implementation.

## **Strategic Implementation and Organizational Performance in Kenyan Perspective**

According to KPMG (2016), 79 percent of the State-owned Corporations were facing poor performance as a result of plan implementation concerns. In the same view, Josephine and Kimencu (2020) revealed that strategy competency model provides an environment where core competencies, strategy and strategy implementation process, core capabilities can be linked effectively within the value chain to enhance corporate performance. Firms' performance has been affected by the synergy of core competences, core capabilities, strategy and execution in most significant manufacturing companies examined in Kenya's private sector, according to Mailu, Ntale and Ngui.

County governments in Kenya credit 44.3% of strategy implementation to organizational structure, according to Waiganjo, Odhiambo and Gitau (2017). For example, according to a study on Kenyan counties by (Kagumu, Odhiambo, & Waiganjo, 2017), the Kenyan police force's ability to carry out its mission is hindered by political interference, the evolution of international terrorists, a lack of human resources for modern security equipment, and a lack of funding. Kungu, Kahuthia and Kinyua (2020) focused on motor vehicle assembly firms in Nairobi and showed success in strategy implementation could only be achieved through planning can lead to strategy success.

Kago, Gichunge and Baimwera (2018) and Mathore (2016) accentuate that for strategy implementation to be effective as desired, it is essential to extensively train employees on strategic management and strategy implementation to equip them with the right skills and knowledge that will help them in their daily work activities that are aimed to implementing the strategy. Availability of adequate resources and optimal Organizational Competencies has also been established as a critical factor in overcoming strategy implementation challenges (Lemarleni, Ochieng, Gakobo, & Mwaura, 2017). In the Matatu Savings and Credit Co-operatives Man'gana (2020) highlighted that the strategy implementation process involves application of management process to obtain desired results by designing organization structure, allocation of resources, utilizing information for quality decision-making and effective management of human resources.

### **Ministry of Labour and Social Protection, Kenya**

Following the reform of the Government in May of 2016, the Ministry of Labor and Social Protection was formed. The Ministry of Labor and Social Security has two State Departments: Labor and Welfare. Since the United States gained its independence in 1963, the two Departments of State have had numerous configurations. Pre-reorganization, they were governed by the Ministry of East African Community, Labour and Social Services. The Ministry has one Autonomous Government Agency (AGA), the National Social Security Fund (NSSF) and five Semi-Autonomous Government Agencies (SAGAs) namely: National Industrial Training

Authority (NITA); National Employment Authority (NEA); National Council for Persons With Disabilities (NCPWD); National Council for Children Services (NCCS); and Child Welfare Society of Kenya (CWSK).

The gazetted entities under the Ministry are: National Labour Board; National Council for Occupational Safety and Health (NACOSH); Steering Committee on Child Adoption in Kenya; National Assistance Trust Fund for Victims of Trafficking in Persons; Advisory Committee for Counter Trafficking in Persons; and the Street Families Trust Fund (SFTF). The Labour and Social Protection sectors are increasingly becoming critical in the development process especially as the world in general and Kenya in particular grapple with the challenges of unemployment, vulnerability, poverty and inequalities. Labour ministries the world over are looked upon to provide innovative solutions to unemployment and address emerging issues facing workers, employers and governments. At the same time, while the economic development process brings with it the benefits of prosperity for many, these have not been shared equitably within populations.

Since the Ministry is in charge of social protection it is therefore expected to come up with programmes that enable communities to mobilize and play their part in development, and ensure that vulnerable members of society are protected from abuse, neglect, exploitation and extreme poverty. As labour social security institutions, they are expected to safeguard the workers and society against destitution whenever they lose their regular sources of income even before retirement age. The Labour and Employment sector in Kenya is facing a number of major challenges which need to be addressed. These include: high levels of unemployment, especially amongst the youth; increased industrial strikes in the public sector, particularly in the essential services; weakening capacity of institutions of social dialogue and inspectorates; uncoordinated foreign employment; skills mismatch; and low productivity and competitiveness.

In the Social Protection sector, the country faces the challenges of: weak community organization and participation; abuse and violation of the rights of children, older persons and Persons With Disabilities (PWDs); and increasing demand for social assistance by poor and vulnerable persons and households. Health and education services have been negatively impacted by labor unrest in the public sector and especially this Ministry. Due to the Ministry's weak capacity for social dialogue, the situation has deteriorated further. The institutions under this Ministry are not well suited to resolve rising disputes and there has been an increase in employment and labour related cases reported at the Employment and Labour Relations Court (ELRC) which is further affected by delays in settlement of such cases. For the Ministry of Labour and Social Protection, Kenya, this research aims to determine the impact of strategy implementation on the performance of institutions.

## **Statement of the Problem**

The ever-changing operating environment and dwindling performance have forced organizations to craft strategies to help them remain successful. Kagumu (2016) allude that the main problem of managers and executives in today's dynamic environment is the implementation of strategies since organizations spend a lot of money, personnel and other resources in creating their strategic plans. (Mohamed & Muathe, 2020) reported strategy implementation failure rates of 60% attributable to incompatible organizational aspects. (Reed, 2020) revealed that leaders need both the ability to craft the right strategy and skills to implement it. The findings of Sabara, Soemarno, Leksono, and Tamsil (2018) reveal that organizational structure and trust dimensions are linked.

Stakeholder engagement resulted in inadequate strategy implementation, according to a study by (Shillingi, 2018) of the strategic effect of organizational resources on the implementation of strategic plans within Tanzania's executive agencies. Kenyan manufacturing enterprises' strategic plans are affected by factors such as organizational structure, culture, employee participation, and strategic leadership (Ali, 2017). They found that the performance of these companies was positively influenced by leadership styles, organizational structure, human resources, as well as technology, as (Gitau, Abayo, & Kibuine, 2020) found in their study of selected supermarkets in Nairobi.

In 2019/2020, the Ministry missed the targets of conducting a review of the labour laws, digitalization of the Collective Bargaining Agreements (CBAs) registry, recruitment of technical staff to address the ageing and retired staff (due to freeze in employment in the civil service) and carrying out a baseline survey to determine the level of awareness on productivity related issues. This is further reflected in weak capacity of the Labour Inspectorate where the Labour Inspectorate staff to employment ratio worsened from 1:141,524 in 2012 to 1:183,867 in 2016 and slightly improved to 1:112,623 in 2017, against the international benchmark of 1:40,000 employees mainly due to retirements and attrition. Several studies examined variables of this study partially or in isolation with uncertainties of operationalization and contextualization of constructs of the theories varying across contexts. Public sector organizations have been the subject of conflicting conclusions about the impact of plan execution. The goal of this research is to find out how the Kenyan Ministry of Labour and Social Protection's performance changes when a plan is implemented.

## **Objective**

The main objective of this study was to determine the effect of organizational competencies on performance of institutions under the Ministry of Labour and Social Protection, Kenya.

## **THEORETICAL REVIEW OF LITERATURE**

### **Resource Based View Theory**

According to (Wernerfelt, 1984), a company's approach is a characteristic of its total perceived assets, which is why the RBV hypothesis was developed. Organizational resources and capabilities have a significant influence on competitive advantage, which in turn has a significant impact on total organization success. According to Priem and Butler (2001), an organization's performance will suffer if its resources and capabilities are not conditioned into sustainable activities and business processes. One of the strategy implementation methods covered in this framework is capacity and resource management.

Capacity and resource management, according to (Barney, 2001), is defined as management capacity and resources of service that are structured effectively and managed efficiently at the optimum level of effectiveness and productivity. Since the implementation of service strategy in Kenya's County governments is framed by RBV theory, it should have a favorable effect on the organization's productivity when assets are put up to support RBV implementation techniques. Using the study's dependent variable, which is how well people do in their jobs, we may develop the following hypothesis. Theoretically, in order to properly implement supply chain management principles, firms must guarantee that they have sufficient resources.

Peteraf (1993) argues that organizations should invest in strategic change management practices for them to have their resource capabilities set at par. The organizations must also seek to attain the market leadership position in the industry by growing their strengths, reducing their weaknesses, identifying and exploiting their opportunities and overcoming their threats. This is important since every organization aspires to achieve market leadership position to not only emerge more profitable but also remain relevant in the fast-changing environment (Wernerfelt, 2011). Competencies have a tendency to advance firm and individual participation and adaptableness to strategic management processes. Accordingly, this theory is essential in determining the influence of organizational competencies on performance of institutions under the Ministry of Labour and Social Protection, Kenya.

### **Contingency Theory**

In 1964, the Austrian psychologist Fred Edward Fiedler published "A Contingency Model of Leadership Effectiveness," which introduced the concept of contingency theory. This is a behavioural theory that contends that there is no single effective way to manage and design organizations as the best method of management depends on internal and external factors that affect each specific organization (Gallardo, 2015). The idea of contingency highlights the relevance of internal communication methods in the context of the organization. One of the foundational assumptions of the contingency theory is that no one form of organizational

communication is equally appropriate to all organizations. With respect to both their internal and external surroundings, modern companies encounter a variety of variables that result in varying degrees of uncertainty.

Optimal design for all firms is not possible, according to Gallardo (2015). A company's communication strategy may not operate as effectively in another. Contingency theory emphasizes that organizations are open systems, requiring managers to make decisions based on situations and the development of skills that are helpful for the organization's future evolution, as articulated by Hellriegel et al., in the framework of the theory (2008). Different conditions may need various problem-solving techniques, according to Miller and Greenwood (2010).

Effective communication between the top level managers and lower level employees promote implementation of reforms in any organization. Contingency theory, although having several strengths, generally falls short in trying to explain why leaders with certain strategic leadership are effective in some situations but not others. Contingency theory also fails to adequately explain what should be done about a leader/situation mismatch in the workplace (Northouse, 2007). Bastian and Andreas (2012) assert that it does not follow the concept of 'universality of principles' which often apply to specific management situations. According to Essays, UK (2018) there is no definite solution to a problem, managers think of alternatives to arrive at the right choice. This is costly in terms of time and money. It also does not provide theoretical foundation upon which management principles will be based.

From Furu's (2012) perspective, it is not possible for managers to determine all the factors relevant to the decision-making situation. Because of constraints of time, money and ability, managers can neither collect complete information about the environment nor analyse it completely. Besides, it is not possible to establish perfect relationship amongst these factors. Application of this theory may, therefore, be a complicated task as decisions are based on limited information. Interaction in the planning process for reforms is essential as well as it gives an opportunity to minimize change resistance in the system. For systemic and individual acceptance of reforms, employees are the key determinants of any successful change (Burnes & Cooke, 2013).

In the world of competition like in many sectors entities have to embrace organizational competence in order to enhance their strategy implementation. The theory is useful in this research because it assumes that public institutions would execute strategies if they can successfully accept or embark on proper strategy implementation, such as employee empowerment, strategic leadership, and organizational communication. This theory is specifically employed in the present research to determine the impact of strategic communication on the performance of institutions under the Ministry of Labour and Social Protection, Kenya.

## **Organizational Competencies and Organizational Performance**

Organizational resources are critical in an organization's success as they enhance employee skills, reduce job stress, and contribute to their personal growth and development. According to (Sitzmann & Bell, 2017) resources are seen as assets that are applied with the objective of performance and productivity management. They also discovered that Organizational Competencies aims at making sure that there is efficient and effective assignment of available resources for the achievement of objectives and goals of the organization. Taylor (2017) provides yet another definition of competencies as a means of being able to perform a work role to a defined standard with reference to real working environments. Leadership, being about getting things done the right way, can be used to motivate employees. In order to achieve these goals, the leader must strive to gain the employees' trust and make them followers. To gain their trust and properly accomplish their tasks for the organization, the employees must be motivated. Competence regarding the authority of each individual to perform a task or making decisions appropriate to their role in the organization that are relevant to the expertise, knowledge, and capabilities (Thierauf, 2018). Individual workers' competence should be able to assist the execution of the organization's plan and any management changes. In other words, the competence of the individual can support team-based work systems (Rivai, 2018).

Competencies of human resources constructed of the substance of the knowledge, skill, experience, work attitude and skill. High competent used to increase organizational commitment and individual performance (Thierauf, 2018). Organizational commitment and employee performance are positively influenced by competence, according to the data (Sujana, 2018). Rajablu, Marthandan, Fadzilah and Yusoff (2015) consider the liabilities of planned change include a high probability of relapse, uneven diffusion among units, large short-term losses that are difficult to recover, less suitability for opportunity-driven than for threat-driven alterations, unanticipated consequences due to limited foresight, temptations toward hypocrisy, adoption of best practices that work best elsewhere because of a different context, ignorance among top management regarding key contingencies and capabilities of the front line, and lags in implementation that make the change outdated before it is even finished.

Plantilla (2017) did a study on graduates' performance in the workplace; Employers' perspective. Results showed that employers were pleased and satisfied with how graduates performed in the areas of comprehension and job knowledge, comprehension of general and specialized skills, and the personal traits they presented in the workplace. As a result, the performance of recent graduates varied widely depending on their positions and duration. Sukrapi, Muljono, and Purnaningsih (2014) performed a research on elementary school teachers' work satisfaction and professional competence. A substantial positive association between the professional competence of teachers and their performance was found, as well as a significant positive relationship between the professional competence of instructors and their work motivation.

Misra and Srivastava (2018) performed a study on team-building, work satisfaction, and personal performance competencies: the mediating influence of transformational leadership and technology. The findings demonstrated a correlation between the outcome factors and team-building abilities. Staff morale and productivity are directly related to the effectiveness of a company's work groups. Researcher Seemiller (2018) did a research on the value of developing leadership abilities in the workplace. A standard language that is simple to understand and use throughout a whole business is an advantage for everyone. This was validated by his investigation.

The research of leadership skills, corporate culture, and employee motivation by Rofiaty (2017) also found a correlation between these elements. However, it has been shown that leadership skills and organizational culture have a significant influence on employee motivation, and this has a significant impact on the level of productivity of employees.

According to a research by Mwithi (2016), leadership abilities have an impact on state enterprises in Kenya. According to findings by Mwithi (2016), the financial performance of state enterprises in Kenya was positively and significantly linked to all leadership characteristics. However, there was a variance in the degree of the effect for the individual leadership abilities that were examined. According to research by Demircioglu (2018) on examining the effects of social media use on job satisfaction in the Australian public service, it was observed from the results of the structural equation models (SEM) that using social media for work purposes is positively correlated to autonomy and competence. However, social media bears no statistical affect to relatedness.

Civil employees' performance may be affected by their competence, communication, and dedication, according to a research by Friolina et al (2017), which looked into this issue. According to the findings, government officials at DET Bondowoso operate better when they are competent. The conclusion drawn from this was that if government workers are given positions that fit their abilities, they would perform better. Chang (2017) investigated the impact of elementary school directors' self-efficacy on their ability to communicate effectively. He observed that modern schools require educators to participate in continuous growth professionally to keep up with various social changes, and this has put them under immense pressure. Yu and Ko (2017) conducted a survey on communication competency as a mediator in the self-leadership to job performance relationship. The study findings identified communication competence and self-leadership as positively correlated with nursing performance. The foregoing studies have revealed the significance of Organizational Competencies on organization performance. However, the studies left major contextual gaps that the current study seeks to fill.

## **RESEARCH METHODOLOGY**

A descriptive research approach was adopted in this study. The study population was the Kenyan Ministry of Labour and Social Protection's 11 institutional management teams. These institutions have three levels of management: top management, middle management, and lower management. The study's target population was divided into functional groups for the purpose of this research. These institutions' head offices in Nairobi employ 953 management workers, according to the Kenyan Ministry of Labour and Social Protection (2020). A sample size of 274 was used based on Fisher Formula. Primary data was collected using semi-structured questionnaires.

A pilot study was conducted using 28 respondents drawn from other state corporations about 10% of the sample.

## **RESEARCH FINDINGS AND DISCUSSIONS**

### **Response rate**

A response rate of 74.2% was obtained from a total of 274 questionnaires sent to institutions under the Ministry of Labour and Social Protection, Kenya for data collection, and 201 questionnaires were returned fully filled, indicating that the research findings can be generalized to a larger population with a high degree of certainty. The good response rate was achieved by the researcher patiently waiting for the respondents to fill questionnaires, effective use of research assistants and emailing of questionnaires where possible online filling was necessary.

### **Descriptive statistics**

The summarized responses measured by Likert scale of measurement are shown by means and standard deviations in table 4.1. The grand mean of organization competencies is 3.60 rounded off to 4 which is 'great extent' on the likert scale of measurement used in this study. This implies that effective implementation of organizational competencies such as technical knowledge, skills, roles and task involvement, job training and career development opportunities to employees as perceived by sampled respondents improves to a great extent, organization performance in the institutions under the Ministry of Labour and Social Protection, An organization's use of organizational competencies to improve performance is backed by Inloox (2018) who said that a list of anticipated behaviors, skills, and attitudes leads to effective performance in an organization that values these competencies.

**Table 4.2 Descriptive statistics: Organizational competencies**

Statement	mean	Std.dev
Organizational Competencies enables achievement of organizational goals and objectives	3.55	0.978
Organizational competencies facilitates to strategy implementation and performance	3.64	0.812
Competencies required in implementing technological systems affect performance the institution	3.77	0.809
Sufficient human resources contribute to smooth running of the organization	3.47	0.871
Commitment of organizational resources is critical in the increment of the organizational results	3.57	0.854
<b>Valid listwise 201</b>		
<b>Grand mean = 3.60</b>		

**Inferential statistics**

A multiple regression of organizational competencies and other variables on performance was done. The other variables in the model were: strategic direction, strategic communication and organizational structure. The multiple regression analysis showed that the study model explained for 79.9% of the variation in the performance of institutions under the Ministry of Labour and Social Protection in Kenya), while other variables account for 20.1%; as a result, it is a good research model. ANOVA results in shows that the F-statistical value is significant (F=194.782, significant at  $p < .01$ ), confirming the fitness of the model.

**Multiple regression analysis**

**Table 4.2**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.894 <sup>a</sup>	.799	.795	.45418	.799	194.782	4	196	.000

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	160.721	4	40.180	194.782	.000 <sup>b</sup>
	Residual	40.432	196	.206		
	Total	201.153	200			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Organizational Structures, Organizational Competencies, Strategic Direction, Strategic Communication

Further, from the values of unstandardized regression ( $\beta$ ) coefficients with standard errors in parenthesis in table 4.3, all the independent variables; organizational competencies;  $\beta = 0.202$  (0.045) at  $p < 0.05$ ; strategic direction;  $\beta = 0.197$  (0.055) at  $p < 0.05$ ; strategic communication;  $\beta = 0.204$  (0.053) at  $p < 0.05$ , organizational structures;  $\beta = 0.107$  (0.036) at  $p < 0.05$ ; were significant predictors of performance of institutions under the Ministry of Labour and Social Protection, Kenya (dependent variable).

**Table 4.3 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.249	.043		5.756	.000
	Organizational Competencies	.202	.045	.155	4.516	.000
	Strategic Direction	.197	.055	.148	3.005	.003
	Strategic Communication	.204	.053	.154	3.818	.000
	Organizational Structures	.107	.036	.114	2.159	.032

a. Dependent Variable: Organizational Performance

Therefore, the final multiple regression equation for overall significant multiple influence of the study's independent variables (organizational competencies, strategic direction, strategic communication, organizational structure) on performance of institutions under the Ministry of Labour and Social Protection, Kenya (dependent variable) is;

$$y = 0.249 + 0.202X_1 + 0.197X_2 + 0.204X_3 + 0.107X_4$$

Where;

y= performance of institutions under the Ministry of Labour and Social Protection, Kenya

X<sub>1</sub>= organizational competencies

X<sub>2</sub>= strategic direction

X<sub>3</sub>= strategic communication,

X<sub>4</sub>= organizational structures

### **Discussion of study findings**

The initial goal of the research was to look at how the Kenyan Ministry of Labour and Social Protection's institutions performed in terms of their organizational abilities. To summarize, the grand mean for organizational skills is 3.60 rounded to 4 on the likert scale of measurement employed in this survey, which indicates that most respondents believed that organizational competences impact institutional performance, to a substantial degree, by a large margin.

Multivariate analysis revealed an association between the Ministry of Labour and Social Protection's ( $\beta = 0.202$  (0.045) at  $p < 0.05$ ) institutions' performance and organizational capabilities. The Ministry of Labour and Social Protection's performance improves by 0.202 units for every one unit improvement in organizational competence. As a consequence, the findings suggest that the Ministry of Labour and Social Protection's senior management team should seek out and promote the development of practical competences among its line managers, supervisors, and workers. This is because relevant competencies significantly contribute organization's success as they enhance employee skills, reduce job stress, and contribute to their personal growth and development.

Plantilla (2017) found that employers were happy and satisfied with graduates' performance in the workplace in the areas of comprehension and job knowledge, understanding of general and specialized skills, and the personal qualities they demonstrated in the workplace. Both descriptive and multiple regression results are supported by these findings. Graduates' performance varied significantly depending on their roles, qualifications, and prior work experience.

As a consequence, Seemiller (2018) concluded that adopting a core set of leadership qualities equally throughout a whole organization is beneficial to everyone because of having a global language with ease of comprehension. According to a 2016 research on the effect of leadership

qualities on the performance of Kenyan state companies, all of the results of the study suggested a positive and substantial association between the financial performance of Kenyan state firms and leadership competencies.

## **CONCLUSIONS**

The research found that the Ministry of Labor's institutions might greatly benefit from stronger organizational talent identification, development, and usage.

## **RECOMMENDATIONS**

The Ministry of Labour and Social Protection's institutions in Kenya should begin by looking for employees and managers who have the capacity to lead their organizations to new heights.

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