INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES

Vol 12, Issue 11, (2022) E-ISSN: 2222-6990

Leveraging on Technology and Job Performance in the Public Service: A Study of Department of Finance and Economic Planning, Embu County Kenya

Dr. Ann Teresa Wanjiru Kangethe
Kenya School of Government, Embu Campus
Email: ann.kangethe@ksg.ac.ke

Patrick Macharia Njoroge
Kenya School of Government, Embu Campus
Email: patrick.macharia@ksg.ac.ke

Catherine Wangare Wangombe
County Government of Samburu
Email: Cmjawa73@yahoo.com

Cyrus Murage Munyi, Reuben Gitonga Njeru
Embu County Government
Email: cmcmurage@gmail.com, regantechengsol@gmail.com

To Link this Article: http://dx.doi.org/10.6007/IJARBSS/v12-i11/15744 DOI:10.6007/IJARBSS/ v12-i11/15744

Published Date: *21* November 2022

Abstract

Majority of developing Countries are in the process of improving service delivery with a focus on Job Performance. Job Performance is the sum total of employee efforts measured based on Organization Performance. The Public Service in Kenya is involved in enhancing Job Performance through Leveraging on the current Technology. The study assessed the nexus between Leveraging on Technology and Job Performance in Kenya. A descriptive research design was employed. The study was conducted at the Department of Finance and Economic Planning, County Government of Embu targeting a sampling frame of 120 employees. A sample size of 92 respondents was obtained from the sampling frame using Yamane formula. Proportionate random sampling was used to identify the targeted respondents. A questionnaire was utilized to collect data. Data was collected on Demographic Information, Leverage on Technology and Job performance. Both descriptive and inferential statistics were utilized to analyze the data. Results were displayed in column charts, tables and pie-charts.

The study findings established that Leveraging on Technology had a positive and significant relationship with Job Performance. Leveraging on Technology had a significant p-value of 0.000. When Leverage on Technology is equal to zero, Job Performance is equal to 0.024 units. Subsequently, when one improves Leverage on Technology by one unit, there is an increase in Job Performance by 0.997 units. The co-efficient of determination (R^2) has a value of 0.986, a discovery that Leverage on Technology results to a 98.6% of the deviations in Job Performance. This means that Job Performance in the Public Service, is greatly influenced by Leverage on Technology. Further the study findings established that 64.6% of the respondents agreed that their office had a reliable internet connectivity, 64.6% of the respondents agreed that there was a reliable ICT office that provided technical support, 63.6% of the respondents agreed that the department provided adequate access to laptops/desktops, 88.9% of the respondents were in agreement that there was reliable supply of electricity in their offices, 86.9% of the respondents were in agreement that the use of software like IFMIS improves work efficiency and 81.8% of the respondents were in agreement that they were provided with adequate security for the technology. The study recommends that Government Ministries, Counties, Departments and Agencies should endeavor to leverage on technology to improve their productivity and efficiency.
Keywords: Leverage, Technology, Job Performance, Public Service, Devolved Government

Introduction

The recent backdrop of the world is typified by extensive use of technologies, which has led to the transformation of many aspects of our life, which to some extent in a way is disruptive in nature (Kuldosheva, 2021). This phenomenon has resulted in high productivity and efficiency leading to enhanced levels of interconnectivity among countries, individuals, businesses and organizations. Job Performance relates to the way in which individuals perform in their job duties. In addition, to training and natural ability Job Performance is impacted by Leveraging on Technology. Globally, there seems to be a performance crisis in the public sector and specifically in developing countries which has raised the appetite for efficiency, hence the need for evaluation mechanisms on the performance of government institutions and programs (Nabukeera *et al.,* 2015). The public sector, lagging behind in adoption of ICT applications as compared to the private sector has recently began distinguishing the potential of the digital initiatives in invigorating their responsiveness to the mutable needs of citizens (Kuldosheva, 2021). In Africa, most Countries have embraced a process delivery approach with a focus on Employee Performance. This is aimed at improving the efficiency, customer satisfaction, and productivity and depends largely on availability of skilled employees hence improve Job Performance (Safei, 2011). According to Malawi State Government, employee Job Performance is very important because it reflects the government performance. The quality of employees influence performance and it is believed that the employees are the backbone of the state government services with an imperative role of ensuring that government policies and programs in the new era of national development are implemented effectively and efficiently (Fauzilah *et al.,* 2011). Despite employee performance being the blood stream of any organization performance low and middle income countries including Kenya, have been reported to display poor employee performance due to corruption, poor quality of services, delay in service delivery and poor cost effectiveness in service delivery (Aluvisia, 2016). The study assessed the connection between Leverage on Technology and Job Performance in the Public Service in Kenya.

Statement of the Research Problem

Technology has become a fundamental component of any work environment resulting in increased efficiency and productivity in such environments. Technology can enable employees carry out their jobs efficiently, effectively and to the best of their potential, thus speeding employees Job Performance. Most public servants are demoralized by several issues in the performance of their duties. Such issues include job stagnation, inadequate implementation of the succession management policies, low morale, lack of ethical values inadequate tools and technological infrastructures and failure to adhere to corporate governance principles. The Kenya Constitution 2010, introduced the Devolved System of Government that allowed Counties to have certain levels of autonomy. The decentralization system provided for ways through which Counties were to be managed in terms of ensuring timely project delivery, cost effectiveness and prioritization of projects to benefit the residents. However, many Counties inherited computer devices and various technological equipment from the defunct municipal and county councils, which were dilapidated and hence not appropriate for the changing organizational needs. Resources both financial and human capital were not adequate for the new devolved units, and some Counties have been flagged for carrying out transactions outside the Integrated Financial Management Information System (IFMIS) as is required by law. In tandem with this background, the study aimed at bridging the gap between ideal and the current scenario on Leverage on Technology and Job Performance.

Objectives of the Study

The objective of the study was to assess the nexus between Leveraging on Technology and Job Performance in the Department of Finance and Economic Planning, County Government of Embu.

Research Questions

How does Leveraging on Technology influence Job Performance in the Department of Finance and Economic Planning, County Government of Embu?

Research Hypothesis

The study tested the following null hypothesis:

H_{01} Leveraging on Technology does not have a significant influence on Job Performance in the Department of Finance and Economic Planning, County Government of Embu.

Conceptual Framework

The study conceptualized that Leveraging on Technology Influences Job Performance in the Public Service in Kenya. The relationship is shown in Figure 1.

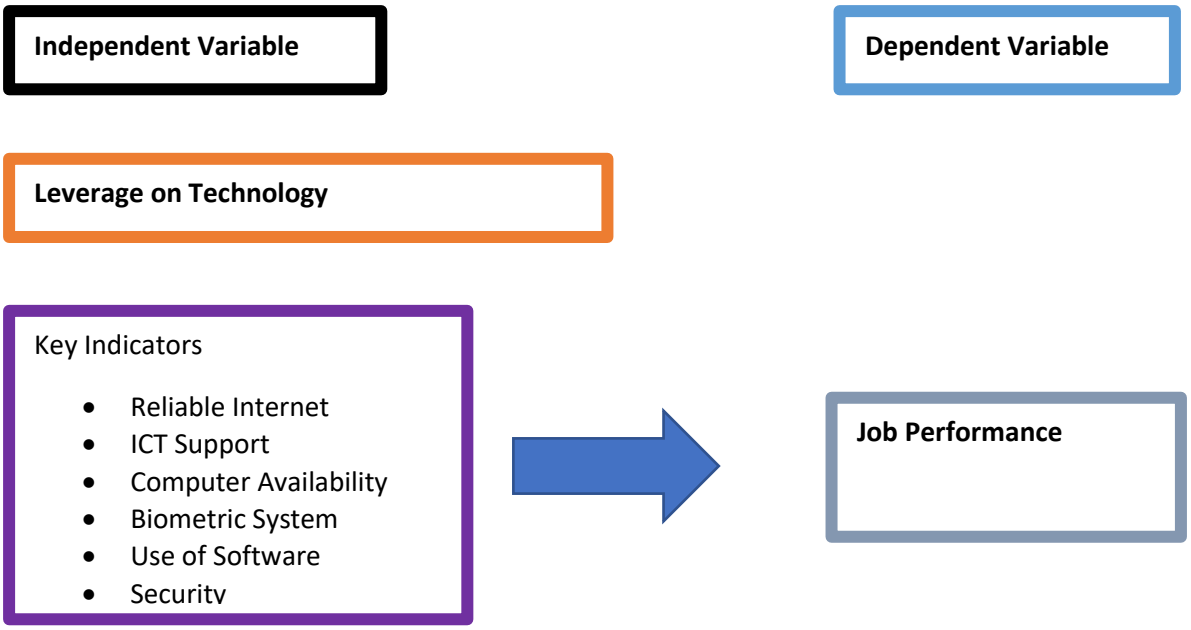

Figure 1. Conceptual Framework (Source: Authors, 2022)

Literature Review

Empirical Review of Literature

Leverage on Technology and Job Performance

The recent backdrop of the world is epitomized by widespread use of technologies, which has led to the transformation of many aspects of our life, which to some extent brings creative disruption (Kuldosheva, 2021). This phenomenon has resulted in high productivity and efficiency leading to enhanced levels of interconnectivity among countries, individuals, businesses and organizations. However, the public sector, lagging behind in adoption of ICT applications as compared to the private sector has recently began distinguishing the potential of the digital initiatives in invigorating their responsiveness to the mutable needs of citizens (Kuldosheva, 2021). Technological advancement is a process of combining knowledge to generate new ideas thus improving internal advancements hence close relationship between employee personal advancement, ease of doing work and job performance. Improvement of technology at workplace usually involves training of the employees on technology, acquiring and installing relevant technology and monitoring the performance to increase the quality of human capital in terms of technology use. Scholarly work by Dauda (2011) established that technological improvement at work place improves employee productivity when done effective. Employee performance is closely linked to technological advancement. More studies have repeatedly shown a positive relationship between organization performance, individual employee performance and use of technology (Mumford, 2000). Job Performance depends on willingness and openness of employees in carrying out their duties. Regardless of the employee's expertise and experience, managers ought to avail tools and materials to realize adequate output (Naharuddin, 2013). Managers should initiate activities that develop talents and skills of employees to better their performance. Further, rewards can act as catalysts to more effort and productivity. Organizations which are ignorant on employee performance might end up collapsing since managers do not monitor the employee achievements which might not relate to the set organizational goals and objectives (Mbithe, 2012). However, Howell and Hall-Merenda (1999) have a different point of view regarding

what determines employees' performance. They stated that employees' performance is all about social standing while other scholars argue that that there a relationship between job performance and vocation or talent (Howell & Hall-Merenda, 1999). Different from others scholars, Stup explains that the success of the employees' performance is based on certain factors such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitude. He also emphasized that a number of factors may be affecting the employees' performance where by each employee may have a different impact from different things at the workplace. Their attitude and behavior can play a vital role in their performance (Stup, 2003).

Theoretical Framework

Contingency Theory of Technology

This study was guided by Contingency Theories by Burns and Stalker (1994) and Liker (1999). They observed that adoption of technological tools results in increased competitiveness for the entities. Technology use among employees results in increased productivity, creativity and innovation in the workplace. Effects of technology on employee depends on the organisational business model and fit for purpose. With the changing technologies business uncertainty becomes high and only organisations which leverage on technology shall survive the volatile environment. Entities get a more competitive edge by using technology to improve their internal management processes and offer quality goods and services to their customer. Operational efficiency in a technological environment leads to better decision making, flexibility and optimal workflow processes. These theory therefore suggest competitiveness and rapid changes in external environment causing organisations to leverage on technology for their survival (Burns & Stalker, 1994).

Research Gap

From the literature reviewed, Job Performance has largely been found to be directly linked to Organizational Culture and Work Environment. There exists a niche in the available literature on the interconnection between Leveraging on Technology and Job Performance in the Public Service especially in the Devolved Units in Kenya. Therefore the study sought to address this gap.

The Scope of the Study

The study was carried out in Embu County. The County is located in Eastern Kenya and borders Tharaka Nithi County to the North, Kitui County to the East, Machakos County to the South, Murang'a County to the South West, Kirinyaga County to the West and Meru County to the North West. It covers an area of 2,820.7 KM^2. It is a devolved unit number 14 as per the Constitution of Kenya 2010. The County has two distinct ecological zones; one on the highlands which is agricultural zone and lowland which is largely livestock keeping Zone. Embu County Government has ten (10) departments each headed by the County Executive Committee (CEC) Member. Specifically the study was conducted in the Department of Finance and Economic Planning.

Research Methodology

Descriptive research design was employed in this study as it expounds on situations regarding a research problem by responding to questions of what, where and how. The targeted study population was public service employees in Embu County. A Sampling frame of public service employees was obtained from the Department of Finance and Economic Planning, County Government of Embu. To get the minimum number of respondents enrolled into the study, a minimum sample size was calculated based on the number of officers employed at the Department of Finance and Economic Planning. The study adopted the Yamane formula to estimate an ideal sample size (n) from a known population size (N) (Yamane, 1967)

$$n = \frac{N}{1+N(e)^2}$$

Where: n= the required sample size; N = the target population, 120; e = the level of significance (5%) hence the minimum sample size was calculated to be 92.

Proportionate stratified random sampling was used to identify the respondents to be enrolled for the study. Respondents were stratified along the management level to include top, middle and low level management and the expected numbers of respondents along the strata were calculated as shown in Table 1.

Table 1
Target Population and Sampling

Management Level	Population	Sample Size
Top Management	4	3
Middle Management	41	31
Low Level	75	58
N	**120**	**92**

(Source: Authors, 2022)

A Structured questionnaire was used to collect data. The questionnaire consisted of both open and closed ended questions based on the variables under investigation to enable determine the influence of leveraging on Technology and Job Performance in the Public Service. The target respondents of the questionnaires were the Top, Middle and lower cadres in the county Department of Planning and finance who had experience, actual or presumed knowledge on the subject. Data was collected on demographic information of the respondents, Leveraging on Technology and Job Performance. Data was entered into Microsoft-Excel spreadsheet, coded and analyzed using descriptive analysis (mean, standard deviation, frequency and percentages) while the Statistical Package for Social Sciences (SPSS) version 25 was utilized as the statistical analysis software for deriving the inferential statistics which included correlation and simple linear regression. Results were displayed using tables, column charts and pie charts.

The Findings of the Study

Employees Gender Proportions

As depicted in Figure 2, 66.7% of the respondents were male while 33.3% were female. From the study, it can be concluded that the County Government of Embu, meets the constitutional requirement on gender inclusion.

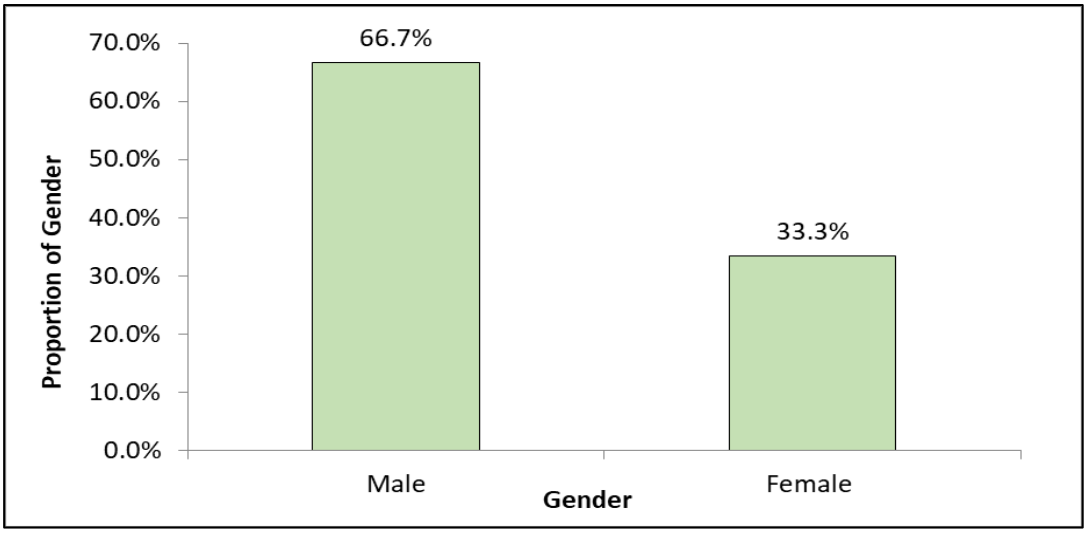

Figure 2. Gender Proportions (Source: Authors, 2022)

Employee Age Groups

Figure 3, indicates that 45.5% of the respondents were below 30 years, 23.2% of the respondent were aged between 30-39 years while 28.3% of the respondents were aged between 40-49 years and finally 3.0% of the respondents were above 50 years. This implies that majority of the employees in the department were the youth. This can be explained by the fact that Counties were created in 2013 and they employed younger generation to enhance their staff capacity.

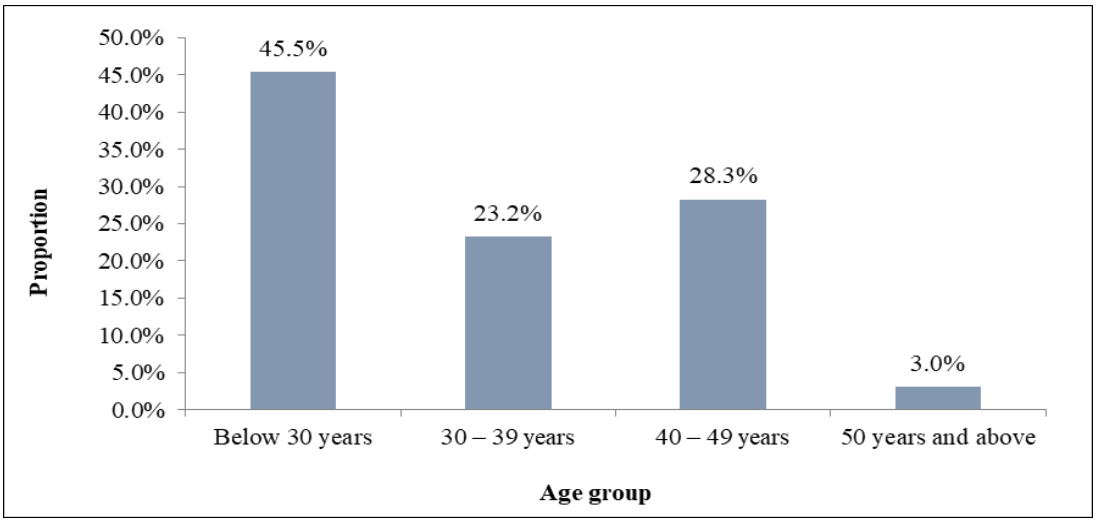

Figure 3. Age Groups (Source: Authors, 2022)

Employees Work Experience

Figure 4 depicts that 44.4% of the respondents had a work experience of less than 5 years, while 30.3% of the respondents had a work experience of between 6 to10 years, 15.2% of the respondents had a work experience of between 11 to15 years, 6.1% of the respondents had a work experience of between 16 to 20 years 4.0% of the respondents had a work experience of over 20 years. Most of the workers were employed after the devolved units were created hence the reason for majority of the respondents having less than 10 years' work experience.

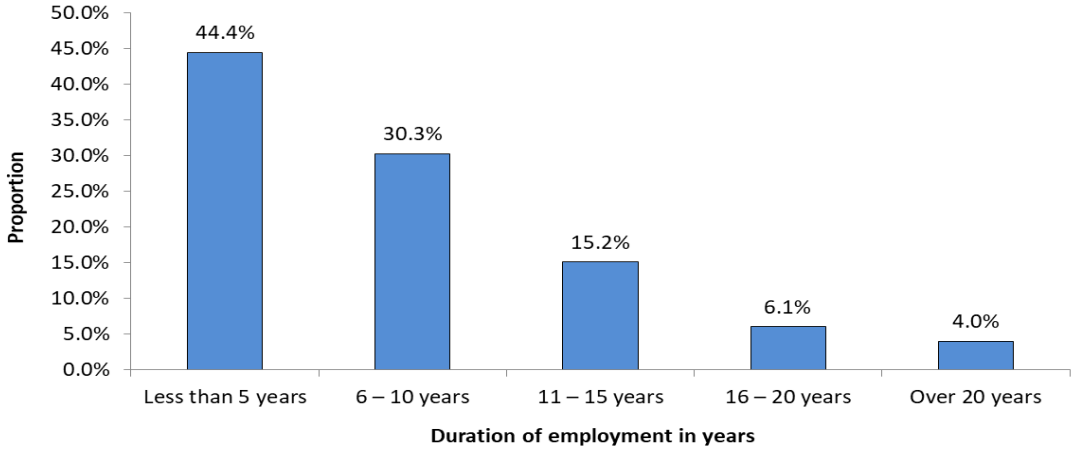

Figure 4. Work Experience (Source: Researchers 2022)

Employees Educational Levels

Figure 5 indicates that 54.5% of the respondents were degree holders, 24.2% of the respondents were diploma holders, 14.2% of the respondents were master's holders while 1.0% of the respondents had doctorate. The findings concurs with the scholarly works of Mueni (2014) in Machakos County where majority of the officers were degree holders. This may be attributed to the minimum entry academic level requirements for planning, finance, procurement officers and other officers which is bachelors' degree.

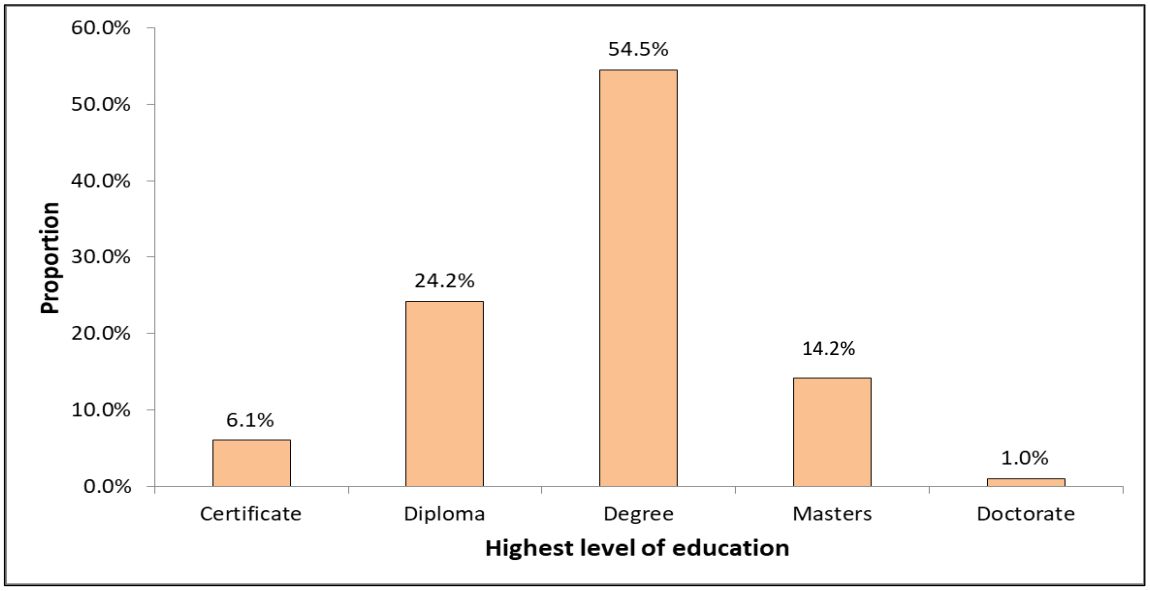

Figure 5. Educational Levels (Source: Researchers 2022)

Employees Level of Management

Figure 6 indicates that, 47.5 % of the respondents were in the middle management, 40.4% of the respondents were in low level management while 12.1% were in top management and this corresponded well with the management proportions of the number of staff in each level.

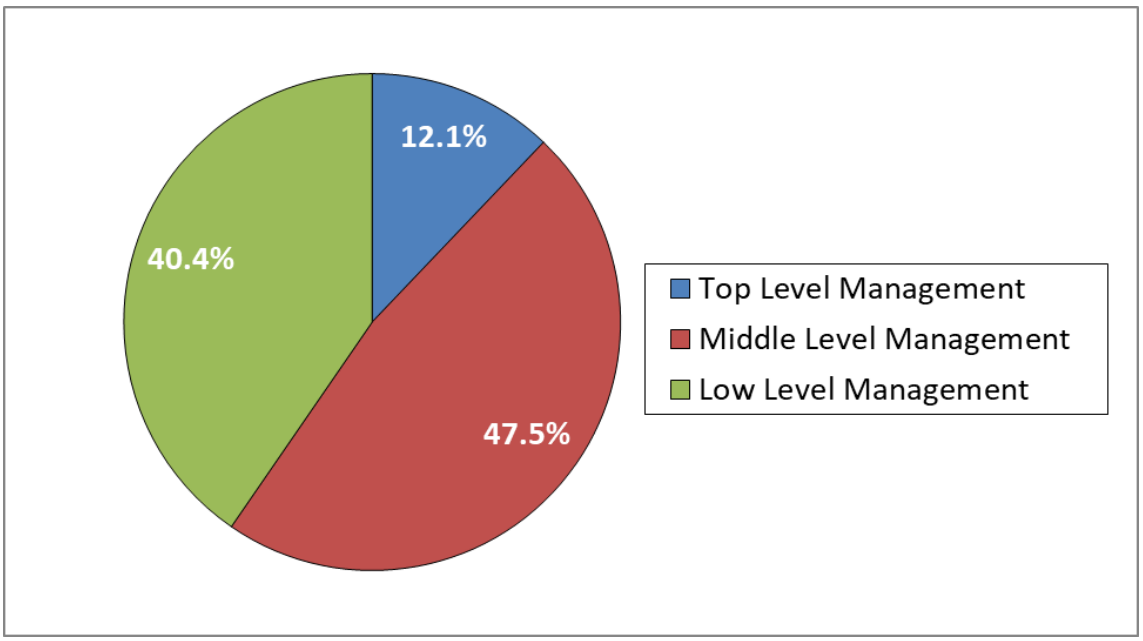

Figure 6. Management Levels (Source: Authors, 2022)

Descriptive Analysis of Leverage on Technology and Job Performance

As depicted in Table 2, 64.6% of the respondents agreed that their office had a reliable internet connectivity that supported their Job Performance, while 25.3% strongly agreed to that. Further, 64.6% of the respondents agreed that there was a working reliable ICT office that provided technical support, while 24.2% strongly agreed to that. Moreover, 63.6% of the respondents agreed that the County department provided adequate access to laptops/desktops, while 15.2% strongly agreed to that, 13.1% disagreed with that while 1.0% strongly disagreed. Further, 55.6% of the respondents were in agreement that use of biometric system had no influence on their punctuality, while 15.2% of the respondents were in indifferent (did not know), and 29.2% disagreed with that. Further, 88.9% of the respondents were in agreement that there was reliable supply of electricity in their offices. Furthermore, 86.9% of the respondents were in agreement that the use of software like IFMIS improves work efficiency. However 70.7% of the respondents were in agreement that the use of official email could not directly increase service delivery/accountability, while 26.3% of the respondents disagreed with that and 4.0% were indifferent (did not know). Further, 81.8% of the respondents were in agreement that they were provided with adequate security for the technology equipment like antiviruses, passwords , 5.1% were indifferent (did not know) and 11.0% disagreed with that. Lastly, 82.9% of the respondents were in agreement that their organization promotes use of technology and innovation, 9.1% were indifferent (did not know) and 8.0% disagreed with that.

Table 2
Leverage on Technology

Parameters	Strongly Disagree (%)	Disagree (%)	Don't Know (%)	Agree (%)	Strongly Agree (%)
My office has reliable internet connectivity that support job performance	0	9.1	1.0	64.6	25.3
There is working reliable ICT office for technical support	1.0	5.1	5.1	64.6	24.2
The department provided adequate access to laptops/desktops	4.0	13.1	4.0	63.6	15.2
Use of biometric system for logging in or office entry have no influence on your punctuality	11.0	18.2	15.2	40.4	15.2
There is reliable electricity supply to my office	1.0	8.1	2.0	58.6	30.3
The use of software programs like IFMIS or other programs improve work efficiency	0	6.1	7	56.6	30.3
The use of official email for communication may not directly increase service delivery/accountability	7.1	19.2	3.0	59.6	11.1
I am provided with adequate security for the technology equipment like antiviruses, passwords	2.0	11.1	5.1	58.6	23.2
My organization promotes use of technology and innovation	0	8.0	9.1	57.6	25.3

Table 3 displays the descriptive analysis of Leverage on Technology indicators in terms of the standard deviation, mean and ranking. The responses were analyzed using a Likert scale of 1(strongly disagree) being the lowest score and 5(strongly agree) being the highest score. The mean of the indicators was calculated out of 5 while the ranking was done based on the mean values that is,1 being the highest mean and 7 being the lowest thus enabled scoring and ranking. Table 3 showed that having reliable internet connectivity for the office had a mean of 4.06 and a standard deviation of 0.79, whereas having a reliable ICT office for technical support had a mean of 4.09 and a standard deviation of 0.70. Adequate access to laptops/desktops had a mean of 3.84 and a standard deviation of 0.85, use of biometric system for logging in or office entry to influence punctuality had a mean of 3.59 and a standard deviation of 1.00, while reliable supply of electricity in the office had a mean of 4.12 and a standard deviation of 0.80.

Use of software programs like IFMIS or other programs to improve work efficiency had a mean of 4.11 and a standard deviation of 0.78, use of official email for communication not directly increasing service delivery/accountability had a mean of 3.67 and a standard deviation of 0.94. Provision of adequate security for the technology equipment had a mean of 3.96 and a standard deviation of 0.87 and promotion of use of technology and innovation in the organization had a mean of 4.00 and a standard deviation of 0.82. When ranked based on mean values, having reliable electricity supply was ranked position 1 followed by use of software programs like IFMIS as position 2. Use of biometric system for logging in or office entry having no influence on punctuality was ranked lowest at position 9. The use of official email for communication directly not increasing service delivery was position 8.

Table 3
Descriptive analysis of Leverage

Parameters	Mean	Standard Deviation	Ranking
My office has reliable internet connectivity that support job performance	4.06	0.79	4
There is working reliable ICT office for technical support	4.09	0.70	3
The department provided adequate access to laptops/desktops	3.84	0.85	7
Use of biometric system for logging in or office entry have no influence on your punctuality	3.59	1.00	9
There is reliable and electricity supply to my office	4.12	0.80	1
The use of software programs like IFMIS, IPPD or other programs improve work efficiency	4.11	0.78	2
The use of official email for communication may not directly increase service delivery/accountability	3.67	0.94	8
I am provided with adequate security for the technology equipment like antiviruses, passwords	3.96	0.87	6
My organization promotes use of technology and innovation	4.00	0.82	5
Total score on leverage on technology	3.95	0.86	3

Inferential Statistics of Leverage on Technology and Job Performance

H_{01} *Leverage on Technology does not have a significant influence on Job Performance in the Department of Finance and Economic Planning, County Government of Embu.*

Simple linear regression model was used to determine the association between Leverage on Technology (explanatory variable), and Job Performance (response variable) in the Public Service context. This provided the output of the model summary, analysis of variance (ANOVA) and regression coefficients.

Table 4
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993[a]	.986	.986	.10187

a. Predictors: (Constant), Leverage_on_Technology

The co-efficient of determination (R^2) indicates deviations in the response variable as a consequence of variations in predictor variables. From Table 4, the R^2 value is 0.986, which implies that 98.6% of the changes in Job Performance are as a result of the explanatory variables namely Leverage on Technology. This means that Job Performance in the Public Service, is greatly influenced by Leverage on Technology.

Table 5
Analysis of Variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.128	1	68.128	6565.432	.000[b]
	Residual	.934	90	.010		
	Total	69.062	91			

a. Dependent Variable: Job_Performance
b. Predictors: (Constant), Leverage_on_Technology

As per Table 5, the p-value obtained in the study equals 0.000 which is less than the critical figure (α) of 0.05. Thus the null hypothesis that Leverage on Technology does not have a significant influence on Job Performance in the Department of Finance and Economic Planning, County Government of Embu is rejected. Further, the critical F-Value is 3.93912593, and the F-Value obtained in the study is 6565.432, which is greater than the critical value, consequently implying that the null hypothesis is rejected. Therefore, the study concludes that the model entailing Leverage on Technology significantly influences Job Performance and thus can be utilized to significantly predict employees' Job Performance. From Table 4, the R^2 value is 0.986, which implies that 98.6% of the changes in Job Performance are as a result of the explanatory variables namely Leverage on Technology. This means that Job Performance in the Public Service, is greatly influenced by Leverage on Technology.

Table 6
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.024	.049		.493	.623
	Leverage_on_Technology	.997	.012	.993	81.027	.000

a. Dependent Variable: Job_Performance

As per Table 6, Leverage on Technology has a significance value (p-value=0.000) which is less than the critical significance value (α) of 0.05. Additionally, the T critical figure for a two-tailed test is ±1.985. The T value for Leverage on Technology (81.027) does not fall within the range of ±1.985. Thus, the null hypothesis that Leverage on Technology does not significantly affect Job Performance is rejected. Therefore, Leverage on Technology has a statistically significant effect on Job Performance.

The following model was thus developed;

$$\mathbf{Y = 0.024 + 0.997X_1}$$

Where;

Y = Job Performance

X_1 = Leverage on Technology

This implies that when Leverage on Technology is equal to zero, Job Performance is equal to 0.024 units. Subsequently, when one improves Leverage on Technology by one unit, there is an increase in Job Performance by 0.997 units.

Discussion of the Study Findings

The findings of the study depict that Leverage on Technology significantly influences Job Performance and thus can be utilized to significantly predict employees' Job Performance. Leverage on Technology has a statistically significant effect on Job Performance with a p-value of 0.000 which is less than the critical significance value (α) of 0.05. Additionally, the T critical figure for a two-tailed test is ±1.985. The T value for Leverage on Technology (81.027) does not fall within the range of ±1.985. Thus, the null hypothesis that Leverage on Technology does not significantly affect Job Performance is rejected. When Leverage on Technology is equal to zero, Job Performance is equal to 0.024 units. Subsequently, when one improves Leverage on Technology by one unit, there is an increase in Job Performance by 0.024 units. As depicted in Table 2, 64.6% of the respondents agreed that their office had a reliable internet connectivity that supported their Job Performance, while 25.3% strongly agreed to that. Further, 64.6% of the respondents agreed that there was a working reliable ICT office that provided technical support, while 24.2% strongly agreed to that. Moreover, 63.6% of the respondents agreed that the department provided adequate access to laptops/desktops, while 15.2% strongly agreed to that, 13.1% disagreed with that while 1.0% strongly disagreed. Further, 81.8% of the respondents were in agreement that they were provided with adequate security for the technology equipment like antiviruses, passwords , 5.1% were indifferent (did not know) and 11.0% disagreed with that. Lastly, 82.9% of the respondents were in agreement that their organization promotes use of technology and innovation, 9.1% were indifferent (did not know) and 8.0% disagreed with that. When ranked based on mean values, having reliable electricity supply was ranked position 1 followed by use of software programs like IFMIS as position 2. Use of biometric system for logging in or office entry having no influence on punctuality was ranked lowest at position 9. The use of official email for communication directly not increasing service delivery was position 8.

Summary, Conclusions and Recommendations

Summary of the Findings

The aim of the study was to assess the interconnection between Leverage on Technology and Job Performance in the Public Service in Kenya, a case of Department of Finance and Economic Planning, County Government of Embu. Descriptive research design was used. The study was conducted at the Department of Finance and Economic Planning, County Government of Embu targeting a sampling frame of 120 employees. Sample size of 92 respondents was obtained from the sampling frame using Yamane formula. Proportionate Stratified random sampling technique was used to categorize the targeted respondents. A

structured questionnaire was applied in data collection. The study findings established that Leverage on Technology has a positive and significant relationship with Job Performance, with a significance value of p-value=0.000. When Leverage on Technology is equal to zero, Job Performance is equal to 0.024 units. Subsequently, when one improves Leverage on Technology by one unit, there is an increase in Job Performance by 0.024 units. From Table 4, the R^2 value is 0.986, which implies that 98.6% of the changes in Job Performance are as a result of the explanatory variables namely Leverage on Technology. This means that Job Performance in the Public Service, is greatly influenced by Leverage on Technology.

Conclusions

The study findings established that Leverage on Technology had a positive and significant relationship with Job Performance, with a significance p-value of 0.000. When Leverage on Technology is equal to zero, Job Performance is equal to 0.024 units. Subsequently, when one improves Leverage on Technology by one unit, there is an increase in Job Performance by 0.024 units. The co-efficient of determination (R^2) has a value of value is 0.986, which implies that 98.6% of the changes in Job Performance are as a result of the explanatory variables namely Leverage on Technology. Therefore, Leverage on Technology significantly influences Job Performance and thus can be utilized to significantly predict employees' Job Performance. The study recommends that Government Ministries, Counties, Departments and Agencies should endeavor to provide reliable internet connectivity, reliable supply of electricity in the offices, adequate security for the technologies in use and relevant capacity building on the software utilized in the work places to motivate their staff and improve on their efficiency and throughput. The authors make a theoretical contribution by establishing existence of a significant and positive connection between Leverage on Technology and Job Performance, hence an organization seeking to improve its productivity and offer quality services to its customers can momentously do so by leveraging on technology. Further, competence of staff in terms of requisite knowledge and skills, availability and usability of relevant technologies and infrastructures in the offices could positively impact on fulfilment of the organization's mission, vision, goals and objectives.

Recommendations of the Study

The study established that Leverage on Technology significantly impacts on employee's Job Performance, hence the need for the National and County Governments, Development Partners, Private sector to work closely with Ministries, Departments and Agencies(MDAs) such as Kenya School of Government to realize the following recommendations;

(a) From the findings of the study, Leverage on Technology results to 98.6% of the deviations in Job Performance. Therefore, Leverage on Technology significantly influences Job Performance and hence it can be utilized to significantly predict employees' job performance. Therefore, for organizations to realize increased job Performance there is need to continuously improve on the availability and usability of relevant technologies and infrastructures in the offices.

(b) The study established that Leverage on Technology significantly influences Job Performance. Quality of employees in terms of skills, competencies and attitudes is critical in Job performance, hence necessary capacity building programs for employees to reskill, upskill and acquire competencies related to their job performances should be prioritized.

References

Aluvisia, H. K. (2016). Factors Influencing Employee Performance in the Kenyan Public Sector (Doctoral dissertation, University of Nairobi).

Burns, T., & Stalker, G. M. (1994). *The Management of Innovation.* Oxford: Oxford University Press.

Burns, T., & Stalker, G. A. (1961). The Management of Innovation. London: Tavistock.

Dauda, D. (2011). Technological Change and Employee Performance in Selected Manufacturing Industries in Lagos, Nigeria. *Journal of Austrialian Business Management*.

Fauzilah, S., Zaharah, D., Wan, A. W. A., & Nur, H. M. (2011). The Effect of Motivation on Job Performance of State Government Employees in Malaysia. *International Journal of Humanities and Social Science*.

Howell, J., & Hall-Merenda, K. (1999). The ties that bibd:The impact of leader member exchange,transformational and transactional leadership, and distance on predicting follower performance. *Journal of Applied Phychology 84(5)*, 680-694.

Kuldosheva, G. (2021). Challenges and Opportunities of Digital Transformation in the Public Sector in Transition Economies: Examination of the Case of Uzbekistan. ADBI Working Paper 1248. Tokyo: Asian Development Bank Institute. Available: https://www.adb.org/publications/challenges-opportunities-digital-transformation-uzbekistan

Livingstone. (2011). Effects of Technology.

Mbithe, M. N. (2012). *Determinants of employee performance in the Public universities: A case of the University of Nairobi, Kenya. Unpublished master's thesis.* University of Nairobi, Kenya.

Mueni, S. (2014). *Factors influencing the performance of Publice Servants in Kenya, A Case of Machakos County.* Retrieved from University of Nairobi Repository .

Mumford, M.D. (2000) Managing Creative People: Strategies and Tactics for Innovation. Human Resource Management Review, 10, 313-351. http://dx.doi.org/10.1016/S1053-4822(99)00043-1

Nabukeera, M., Boerhannoeddin, A., & Raja, A. R. N. (2015). Performance Evaluation of Public Service Institutions (CQS) Framework. *World Journal of Social Science*. 2. 10.5430/wjss.v2n1p1.

Naharuddin, N. M. (2013). Factors of Workplace Environment that affect Employees performance: A case study of Miyazu Malaysia. *Journal of Independent Research and Studies, Vol 2, No. 2*, 65-80.

Safei, M. (2011). *Factors affecting work performance in RSUD pinag yagyakrta University 2021.*

Stup, R. (2003). *Control the factors that influence employee success.Managing the Hispanic workshop Conference.* Cornell University and Pennyslavia State University.

Yamane, T. (1967). *Statistics, an introductory analysis.* New York: Harper and Row.