

**FACTORS AFFECTING CUSTOMS STAFF COMPETENCE AT THE CUSTOMS
SERVICE AND BORDER CONTROL DEPARTMENT**

MAPESA BEATRICE ATIENO

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TECHNOLOGY**

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DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than Kenya School of Revenue Authority for academic credit.

Signed:

Date: July, 2019

Mapesa Beatrice Atieno

Reg No: HDB-335-C016-4455/2016

This project has been presented for examination with my approval as the appointed course supervisor.

Signed:

Date:

Supervisor: Mr John Khamila

Lecturer Kenya School of Revenue Authority

DEDICATION

This research project is dedicated to my family whose support and encouragement is beyond words.

ACKNOWLEDGEMENT

Foremost gratitude goes to my supervisor who offered patience; of professional advice, guidance and support. He made this work manageable. To my colleagues, group members and associates, I am grateful for the consistent motivation, advice and collective intensive learning experiences.

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LIST OF ABBREVIATIONS AND ACCRONYMS

CS&BC	Customs Service and Border Control Department
ECHP	European Community Household Panel
HPWOs	High Performance Work Organizations
KRA	Kenya Revenue Authority
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1: Background of the Study

Staff is an important resource in an organization as they positively contribute to the execution of organizational objectives and mission. Human resources are seen as the available talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, strategy and goals. Camden and Witt (2013), argue that good leadership is just one of the most critical aspects of ensuring that employees continuously improve on their performance in an organization. There are factors that influence employee performance in an organization. These factors include; working environment commonly referred to as ergonomics, the health condition and well-being of an employee, available technologies and work equipments, employee skills level among others. Employee participation and empowerment, job redesign including based production systems, extensive employee training at workplace, and performance contingent incentive compensation, are widely believed to improve the performance of organizations (Eddock, 2007).

Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes" (Ekerman, 2010). Expectancy theory has evolved in recent years as a basic paradigm for the study of human attitudes and behavior in work and organizational settings. Maslow hierarchy of need theory stated that people are motivated to achieve certain needs. The Customs and Border Control Department has been complaining that the quality of service is constrained since the body is not well staffed owing to its inability to attract, develop and retain the best staff. Despite all the efforts by Kenya Revenue Authority to

select the most suitable candidates for the job in a cost effective, it has experienced challenges in getting competent staff. The department has set standards for its staff and this cannot be compromised (Olson, 2012).

The concept of competence is more meaningful in practical terms than that of competency because it is about people have to do to achieve results .It is not about how they do it ,which may or may not results in the required performance and tends to lists of generalized personality characteristics such as persuasiveness ,assertiveness and achievement motivation . The competences are defined in terms of what job holders should be capable of doing. They can then be used as the basis for obtaining evidence of what they can do and they have done (performance management). The gap between what people should be able to do and what they can actually do indicates the area for personal development –learning and training activities.

Staff competence is a combination of efficiency and effectiveness. Staff competence means how well an employee performs on the job and then measured against the generally accepted indicators of performance standards set by their companies. This means there are general expectations expected of employees in relation to their performance in every company. Employees can be said to have performed when they have met the expectations and performed up to standard. Employee performance can also be defined as the functioning and presentation of employees. This means, how employees are able to effectively administer their task and assignments and also how they present their assignment to reflect the quality and good service desired by their companies. Employee performance is normally looked at in terms of outcomes (Armstrong, 2008).

Wood and Stangster (2012), introduced various methods to evaluate staff competence. This includes the quality, quantity, knowledge or creativity of individual towards the accomplished

works that are in accordance with the responsibility during a specified period-in. The assessment systems must have some standard parameters that can be relied upon. When measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja, 2012) as briefly explained hereafter. Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2012).

1.2: Statement of the Problem

The competence of staff in an organization is very important as it has a positive impact on the achievement of the organizational goals. There are various factors that affect the competence of customs staff and this may either be positive or negative (Chandrasekar, 2011). The work environment has changed over the years which have resulted in development of flexible work processes. According to Wong and Wong, (2009), when the employees are physically and emotionally satisfied they have the desire to work, then their performance outcomes increase.

Kenya Revenue Authority (KRA) faces immense pressure to excel in their performance, notwithstanding the highly unstable and competitive environment in which they operate. Several factors constrain KRA to develop and implement strategies for improving their performance. Despite the fact that a lot of money is being spent to hire qualified managers and other staff, little attention has been given to factors influencing customs staff competence at the customs service and border control department of KRA. This study focuses on the customs services and border control department of Kenya Revenue Authority because it has been experiencing challenges on employee work performance because it has insufficient human resource functions and structure.

Harahap (2014), investigated the factors influencing employees' performance on the Islamic Banks in Indonesia the study found that variables of job stress, motivation and communication

do simultaneously affect the employees' competence at the two Islamic banks. Chacha (2013), did a study on human resource factors influencing employee performance in international nongovernmental organizations in Kenya: A Case of Management Science of Health, Kenya Office the study found that significant association exist between employee training and development, on the other hand, Nyanjom (2013), looked at factors influencing employee retention in the State Corporations in Kenya, and concluded that employee's retention is influenced by training and career development, performance appraisal, employees 'empowerment, employees' commitment and employees' compensation. Studies on factors influencing staff competence have been done both locally and internationally, but little had been done on the factors affecting custom staff competence at the customs service and border control department; therefore, this study seeks to answer the question: what are factors affecting custom staff competence at the customs service and border control department of Kenya Revenue Authority.

1.3: Objectives of the Study

1.3.1: General Objective

The main objective of the study was to establish the factors effecting staff competence at the Customs Service and border control department.

1.3.2: Specific Objectives

The specific Objectives of the study were;

- i. To determine the effect of working conditions on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority.
- ii. To assess the effect of the job design on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority.

- iii. To find out the effect of the management style on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority.

1.4: Research Questions

- i. What is the effect of working conditions on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority?
- ii. How does job design affect staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority?
- iii. What is the effect of the management style on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority?

1.5 Significance of the study

To the Kenya Revenue Authority management, the research findings may be used in understanding employee factors that are best and strategically fit in order to improve employees' competence which ultimately affect the performance of the organization. This study helps them make informed choices.

To the policy makers, the findings are critical in introducing staff competence policy to enhance work performance at the Custom Services and Border Control Department. This study is helpful to policy makers at KRA in making policies that it govern the work environment not only in this organization but also in sectors. This will help and inform the body when designing regulatory framework and measures on how to monitor employee work performance. The findings of this study are significant to academicians in that it adds to the knowledge of the researchers in this field of study. Researchers are also able to borrow from the findings of this study and may even further the study by varying the various variables used in order to get more precise results. The study contributes to the existing literature in the field of custom staff competence at the customs

service and border control department. It should also act as a stimulus for further research to refine and extend the present study especially in Kenya.

1.6 Scope of the Study

The study focuses on factors affecting custom staff competence at the customs service and border control department, Kenya Revenue Authority. The study will concentrate on the employees working at customs service and border control department of KRA. The study will go at lengths to try and deal with every employee, to determine the factors affecting customs staff competence at the customs service and border control department of KRA.

1.7 Limitations of the Study

Due to inadequate resources, the researcher will conduct this research under constraints of finances. Some respondents are likely to be biased while giving information due to reasons such as victimization in the event the research findings turned sour. Respondents are naturally suspicious and uneasy when directed to cooperate in a study that they are not aware of its consequence. To further calm and set at ease the respondents, the researcher will explain the nature of the study and its intended purpose and that it is purely an academic undertaking and that information divulged would be held in confidentiality by the researcher.

CHAPTER TWO

LITERATURE REVIEW

2.1: Introduction

This section talks about the theories related to factors affecting staff competence at the customs service and border control department of KRA. It also gives an empirical literature review, summary and research gap, the conceptual framework as well as operationalization of variables.

2.2: Theoretical Review

The following theories will guide this study.

2.2.1 Expectancy theory by Victor Vroom

Vroom's (1964), as cited by (Parijat & Bagga, 2014) emphasized on the mental process that takes place within an individual regarding change. This theory puts much focus on interest of self in connection with the expected behaviors, rewards as well as organizational set goals. This theory distinguishes effort from general performance as well as its outcome. It perceives behavior as a result of the sub-conscious choice that aims at maximizing pleasure and detesting pain. Expectancy is introduced, which is basically increasing Effort that will lead to increased results, Instrumentality which is basically estimating the probability of an individual achievement on their task that will lead to different outcomes of work and finally Valence which is the strength of an employee's preference for a specific type of reward (Ball).

This theory focuses on vital aspects in management which include; competence, reward, effort and finally personal goals. It provides a sort of quantitative formula to finding out the motivation of employees (Parijat & Bagga, 2014). For competence to be enhanced, managers ought to come up with systems where reward and performance work together. They also sought to make sure

that reward offered is deserved by the one receiving it. Managers should engage employees in training to improve the capabilities of their employees and also the belief that that hard work yields good performance(Ball). Hence its relevance to this study.

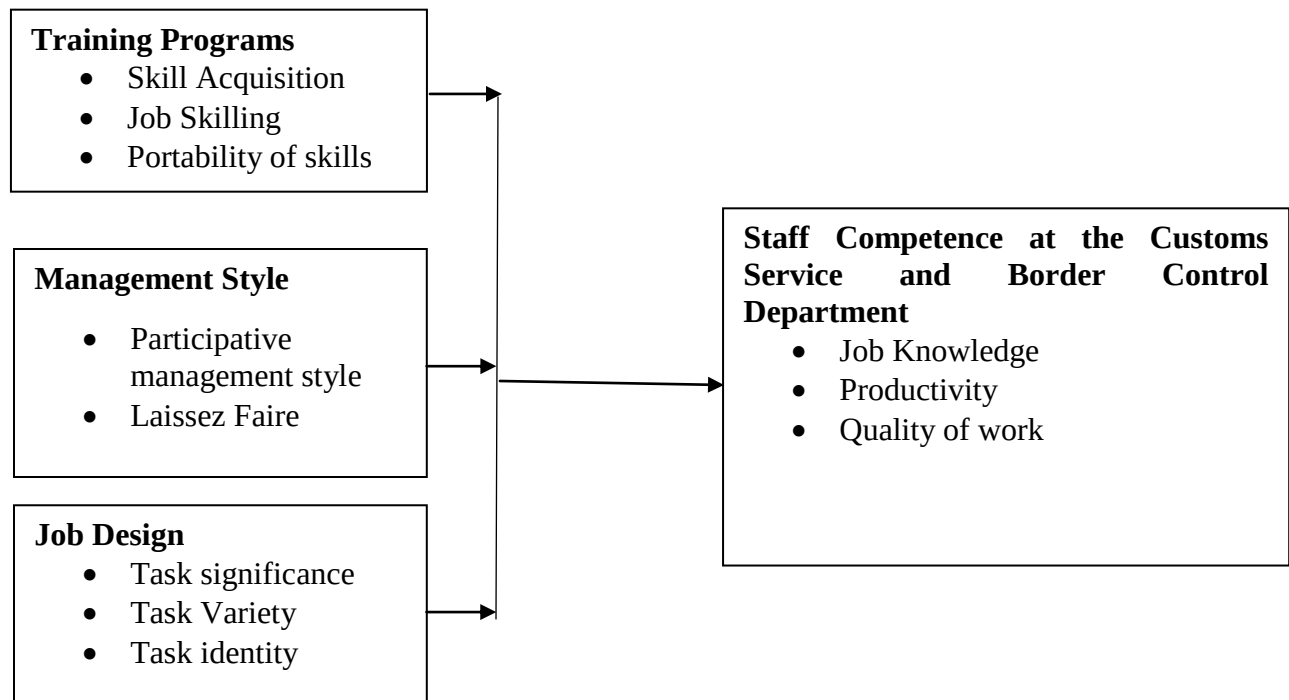
2.1.2 Equity theory by Lawler and Adams

This theory was proposed by Adams (1956), whereby he wanted to know how employees would react when subjected to fair or unfair treatment as compared to other employees. According to this theory, employees that are treated unjustly compared to others will bring about a state of tension that may lead them to minimize their effort at work or even quit their jobs. This theory tries to show the outcome of employees that believe in being treated justly at their place of work. It indicates the importance of justice and fairness at the workplace such as employees having the feeling of control over their future with their employees. This is because an unfair system that is full of victimization, unpredictability undermines the employee belief that effort will result in a negative outcome. They should be able to see the importance of acting with all modesty towards their subordinates, and also how equity may come in handy in different situations and its effect to the organization as a result of employee reactions (Al-Zawahreh& Al-Madi). This theory is very much relevant to this study in that it points out some of the reasons as to why employees may decide to underperform at their work stations.

2.3: Conceptual Framework

To achieve the study objectives, the various aspects under study can be conceptualized as being in association as presented in figure 2.1 below.

Figure 2.1: Conceptual Framework
Independent Variables



2.4: Empirical Literature

2.4.1: Training Programs and Job Satisfaction

In recent years staff competence has received a great deal of attention from economists and policymakers. Traditionally, economists had distrusted the use of subjective and attitudinal variables, but early papers established that staff competence was related to a number of objective job features and was able to predict consequences such as absenteeism and quits (Hamermesh, 1977; Freeman, 1978; Borjas, 1979). In this paper we extend this analysis by addressing three main questions. First, does training affect the employees' competence? Second, does training affect workplace performance either directly or indirectly through its effect on staff competence?

Training is one means of improving manpower utilization and thereby potentially raising competence of employees in an organization. Either or both of these may impact favourably on

establishment performance, and the purpose of this paper is to identify these mechanisms and their impact on various measures of performance. There are a number of difficulties in establishing linkages between training and staff competence, not least in measuring the latter, there being no single definition. Various measures include productivity, product quality, financial performance, pay rates, turnover, efficiency scrap rates, labour turnover, job creation, absenteeism, perceived organizational performance and perceived market performance

Siebern-Thomas (2005) who after analyzing 13 countries in the European Community Household Panel (ECHP) 1994-2001, found that staff competence tended to be higher where there was access to workplace training. The relationship between skill acquisition and staff competence is not straightforward. First, there is the distinction between general and specific skills. The portability of general skills may raise staff competence as it is easier to move to other jobs where competence is higher. In contrast, specific skills bind the worker to the firm and may reduce satisfaction by creating a barrier to exit as workers will lose a portion of the return on such skills if they move. This leads on to the question of the matching of individual skills and levels of education with job requirements.

If workers are mismatched in terms of skill and education requirements, this may lower their competence, as evidenced in the earlier literature. In fact, most studies have focused on over- and under-education rather than over-skilling and under-skilling. Thus, Hersch (1991) found for the US that over-educated workers were less competent than adequately educated workers and (1995) that over-educated workers received less on-the-job training, but were more likely to be promoted. Yet Battuet al. (2000) found negative relationship between over-education and promotion for UK graduates and no evidence of employers upgrading tasks given to the over-

educated. The same authors (1999) found that over-educated graduates had significantly lower job competence than those who were in graduate-level jobs.

Green and Tsitsianis (2005) likewise found for a cross-section of workers that job competence was lower for both over-educated and under-educated workers. Verhaest and Omey (2004) reported that after controlling for educational attainment, overeducated workers were less satisfied, more mobile, participated less in training and earned less than adequately educated workers. In contrast, Buchel (2012) found no significant difference in staff competence between overeducated and adequately educated employees in one of his studies on the job skilling. Allen and van der Velden (2011) differentiated between education and skill mismatches, finding only a weak relationship between the two. Importantly, they found a significant negative relationship between skill mismatch and staff competence, while the links between education mismatch and staff competence were insignificant. Bauer (2004), using the European Survey on Working Conditions, found that involvement of workers in High Performance Work Organizations (HPWOs) was associated with higher job satisfaction. Further, a skill index, derived from information on the number of days of training paid for or provided by the employer had a positive and significant effect on the countries overall. This study thus sought to establish the influence training and development on staff competence at the custom services and border control department at the Kenya Revenue Authority.

2.4.2 Management style and staff Competence

Lodinya (2014), carried out a study aimed to investigate whether the competence of employees was affected by styles of management putting much emphasis on the management styles exhibited by managers in Norwegian People's Aid, Yei Vocational Training Centre in South Sudan in enhancing staff competence and specific management style that affected Managers in

Norwegian People's Aid, Yei Vocational Training and employee performance. The research however recommended to have a balanced management style so as to reflect the interest of the employees to enhance employees' competence for a competitive advantage (Lodinya, 2014).

A study was also conducted by Irtwange & Orsaah (2009), to find out whether management style had any impact on the performance of staff at the University of Agriculture in Makurdi using the Ohio state University of Michigan model. The vice chancellor was indicated to be below the required limits on management style as well as consideration. The study also sought to identify whether the management style of the vice chancellor had any effect to the competence of staff in the institution. The performance indicators indicated poor competence on the employees in the study. The findings of the study effective management of human resources and other organizational resources could actually improve the overall performance of these individuals (Irtwange & Orsaah, 2009).

Another study done by Okon and Isong (2016), examined whether management style had an effect on employees' competence. The findings of the analysis indicated that there was an affirmative relationship between management styles and the competence of employees. There was also an indication that participative management style had a more positive relation to employee competence compared to other styles of management. This is to imply that senior managers should actually embrace this kind of style to enhance the competence of their employees (Okon&Isong, 2016) . The studies above indicate that management styles indeed affect the competence of individuals in organizations.

2.4.3 Job design and staff performance

A study that was conducted by Zareen, Razzaq and Mujtaba (2013) to see whether job design had an impact on the competence of employees. The study came up with a new variable known

as psychological perception just to put an emphasis on how employees act towards a job design. Job design, job enrichment and job enlargement were put together as variables in a conceptual framework to show the relationship that they have with performance of employees. From the findings, we get to see that different employees had different goals to achieve in an organizational setting. There are those desire to flourish through challenging work, those that may want to be given the chance to present their innovations to the organization, and those that are very much okay with routine. In conclusion, the study indicated that the nature of work of an individual is dependent on the personality of an individual, and once these needs are met, productivity would be achieved (Zareen, Razzaq, & Mujtaba, 2013).

Aroosiya and Ali (2013) carried out a study to ascertain whether competence of employees in Sri Lanka at their school could be affected by their job design. The findings found that there was a direct relationship between the two variables to the school's employees. The study recommended that a school should strive to put to place an effective task identity, feedback and autonomy in order to enhance the competence of the teachers, which would in turn improve the overall performance at JD for school teachers (Aroosiya & Ali, 2013)

Achieng, Ochieng and Owuor, (2014) carried out a study that intended to find out whether job design affects the competence of bankers in Kisumu City. According to this study, task significance, task variety and task identity had an impact on the accomplishment of these bankers. However, task autonomy was not seen as a factor for competence in this study. In conclusion to the study, job design was seen as a factor determining the competence of employees and creation of a task identity for these employees was recommended in order to enhance their competence (Achieng, Ochieng, & Owuor, 2014) from the above studies, it is quite evident that job design indeed affects the competence of individuals in an organization.

2.5 Chapter Summary

This chapter introduced us to the literature review where relevant theories were given regarding the subject of the study. An empirical literature review was also given where past research on the same topic in question was given, then a summary and research gap of the topic in question. A conceptual framework was drawn to show the relationship between the theories, independent as well as the dependent variable and finally, the operationalization of variables gave a wrap up to this chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1: Introduction

A Methodology is a plan of activity that connects methods to results, which gives a general view of hypothetical analysis in connection to nature of knowledge (Creswell, 2003). Research methodology isn't valuable for showing the idea of the examination issues or research questions, but can prompt the assurance of conceptual framework, including the determination of proper types of research design and methods (Creswell, 2003). This chapter gives the methodology that will be used to accomplish the already set up research objectives and questions. It gives direction to follow so as to get answers to area of concern. The research design, target population, sampling design, sample size, data collection and analysis, reliability and validity and ethical consideration is discussed here quite briefly.

3.2 Research Design

Churchill and Iacobucci (2009) present a research design as a plan detailing how the researcher will collect relevant and valid data. Bryman (2008) argues that a good research design must be in a position to identify the right methodology which the researcher applied to collect valid data. Bryman further adds that there are three main groups of designs from which researchers can choose: case studies, surveys and experiments.

This research study used descriptive research design, to determine the factors affecting customs staff competence at customs service and border control department of KRA. Descriptive research design is employed when the purpose is to depict characters of specific objectives, assess the proportion of individuals who behave in a definite manner and make particular predictions (Kothari, 2004). Descriptive method was preferred in this study since it took into consideration

depiction of the factors affecting customs staff competence at the custom service and border control department, KRA.

3.3 Target Population

A Population refers to an entire group of individuals which are the concern for the study within the area of the study (Mugenda and Mugenda, 1999). Somer, 2014), “sample” refers to the students and teachers selected for the study. This is because it is seldom necessary to obtain data from all people within a population frame (Charles, 1988). Target population in statistics is also the specific population about which information is desired. The target population of this study will involve Kenya Revenue Authority employees at the customs service and border control department. It has an estimated 189 employees both at the border control department. These employees formed the target population for the study.

3.4: Sampling Technique and Size

Stratified random sampling was used since it works more effectively where the sampling frame is heterogeneous. The population was divided into small groups called strata then a systematic technique was used to select members who will participate in the study from each stratum. The rate used for sampling is 30% based on studies Mugenda and Mugenda, (2012) given that this is the accessible population that would be enough for descriptive studies. The sample size of the study were thus be 57 staff at the customs service and border control department.

3.5 Sampling Frame

A sample frame is a collection of information used to classify a population for statistical treatment (Mugenda& Mugenda, 2008). The sampling frame for this study was all the staff at the customs service and border control department of KRA.

3.6 Data CollectionInstrument

Data Collection in social research study regularly refers to the strategies for taking an interest in the setting, direct observation or interview. The selection of data collection method for this investigation depends on the nature of the learning and data required to answer the exploration questions. The researcher employed both primary and secondary sources to gather the necessary data used in this study. These sorts of sources are basic for this study and can be gotten to by qualitative research procedures including various data gathering techniques. On one hand, primary sources involved the utilization of semi-organized questionnaires with both open and closed ended questions directed to respondents at the Customs Service and Border Control Department in KRA. On the other side, secondary sources involve accessing custom administrators' organization profiles and records and previous studies done (Cooper & Schindler, 2003). Questionnaire was designed with two sections. The first section was intended to accumulate general data on individual and authoritative profile of employees and customs administration. The second section comprised of questions to determine how they perceive the effect of various factors on staff competence

3.7 Data Collection Procedure

Data was collected by use of questionnaires. Questionnaires were used as they have potential in reaching out to a large number of respondents within a short time; give the respondents' adequate time to respond to the items, offer a sense of security (confidentiality) to the respondents and was an objective method since there was no bias resulting from the personal characteristics. The questionnaires had both open and closed ended questions which facilitated easier analysis as will be in immediate usable form; while the unstructured questions will be used

to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

3.8 Pilot Test

3.8.1 Validity Tests

According to Sekaran (2013), validity is the degree by which the sample of test items represents the content the test is designed to measure. The questionnaires were subjected to criteria of measuring both face and content validity. The study used the summated scales such as Likert Scale (Kothari, 2014). To establish the validity of the research instrument the research also sought opinions of experts in the field of study especially the researcher's supervisor.

3.8.2 Reliability Tests

Refers to the consistency, stability or dependability of the data, a reliable measurement is one that if repeated a second time gave the same results as it did the first time (Kimberlin and Winterstein, 2008). The researcher tried to obtain more than one source of information about each item of interest to check for consistency.

Reliability was tested using Cronbach Alpha test with a threshold of 0.7. This facilitated the necessary revision and modification of the research instrument. A pre-testing of instrument tool was carried out by undertaking a pilot survey to enhance validity and reliability and to check whether the questionnaire administered gave responses that were relevant to the study. This was done by administering a questionnaire to one person at Customs Service and Border Control Department.

3.9: Data Analysis and Presentation

Data analysis involved uncovering underlying structures; extracting important variables, detecting any anomalies and testing any underlying assumptions. The collected data was analyzed using descriptive statistics. The data was analyzed and presented using tables as basic data presentation techniques that were based on study findings. After collection the data was processed to eliminate unwanted and unusable data.

The study conducted a multiple regression analysis so as to establish how the dependent variable Staff competence relates to the independent variables. The researcher applied the regression model to elucidate the strength of independent variables; Training Programs, Management Style, Job Design on influence on the dependent variable; Staff Competence. The regression equation was of the form:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Y= Staff Competence

α = represent the model Constant (intercept)

$\beta_1 \dots \beta_3$ = regression coefficient which measures unit changes included in Y for each unit change in X variables

X_1 = Training Programs

X_2 = Management Styles

X_3 = Job Design

CHAPTER FOUR

DATA ANALYSIS INTERPRETATIONS AND PRESENTATIONS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field.

Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 Response Rate

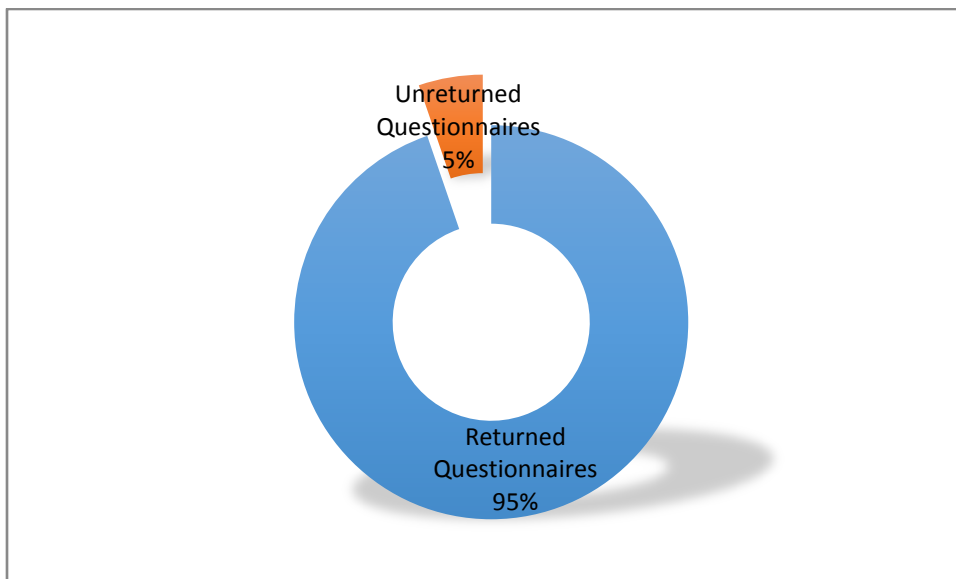


Figure 4.2: Response rate

The study targeted a sample size of 57 staff at the customs service and border control department from which 54 filled in and returned the questionnaires making a response rate of 95%. This response rate was satisfactory to make conclusions for the study. According to Mugenda & Mugenda (2008), a response rate of 50 percent is adequate for analysis and reporting; a rate of 60 percent is good and a response rate of 70 percent and over is excellent. Based on the assertion, the response rate was considered to be excellent.

4.3: Validity and Reliability Analysis

Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. Cronbach's alpha was calculated by application of SPSS version 20 for reliability analysis. The value of the alpha coefficient ranges from 0-1 and may be used to describe the reliability of factors extracted at 0.5 significance level from dichotomous and or multi-point formatted questionnaires or scales.

A higher value shows a more reliable generated scale. Cooper & Schindler (2008) have indicated 0.7 to be an acceptable reliability coefficient. Table 4.1 shows that had the highest reliability was Training Programs ($\alpha=0.933$) followed by Management Style ($\alpha=0.819$), and job design ($\alpha=0.783$). This illustrates that all the five scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Mugenda & Mugenda, 2008).

Table 4.1: Reliability Coefficients

Scale	Cronbach's Alpha	Number of items
Training Programs	0.933	4
Management Style	0.819	4
Job Design	0.783	4

4.4: Demographic information

4.4.1: Gender of the respondents

The study sought to establish gender of the respondents. The results from the analysis of findings are illustrated in the figure 4.3 below as shown.

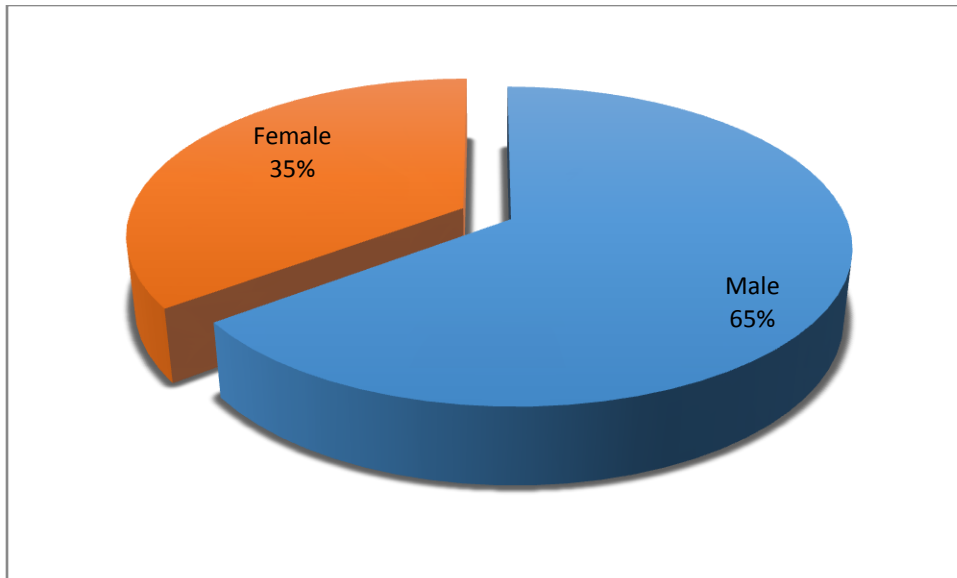


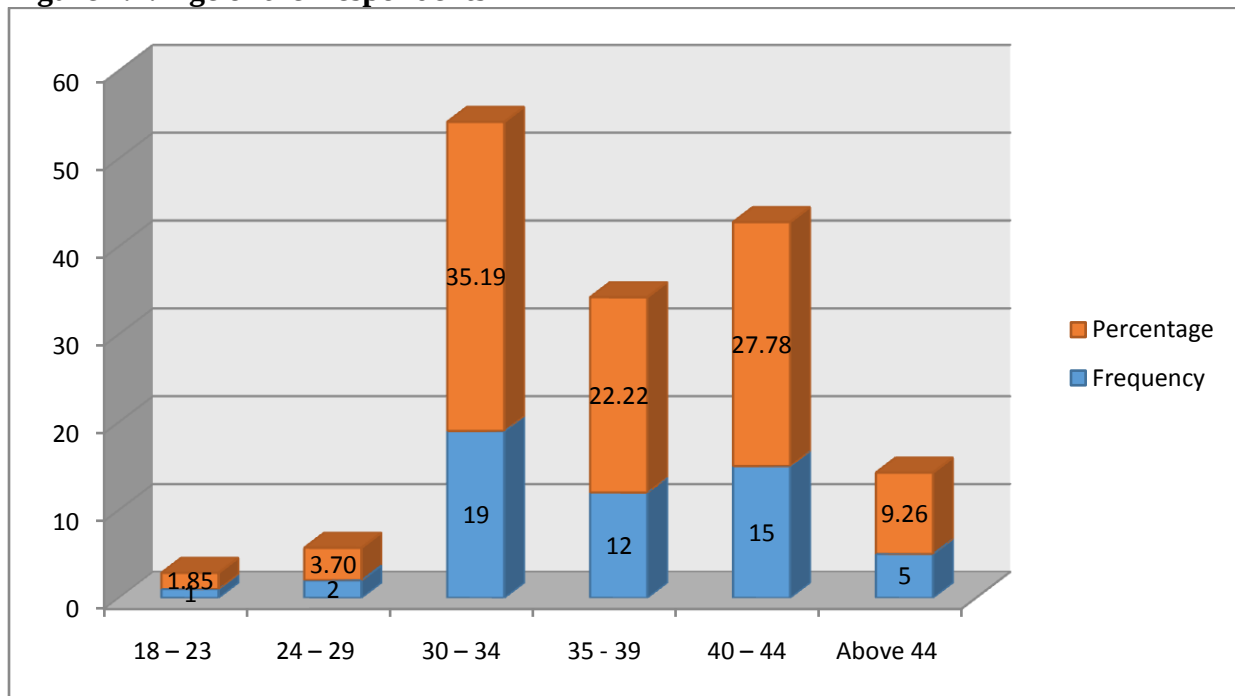
Figure 4.3: Gender of the respondents

From the analysis of findings, it was noted that majority of the respondents (65%) indicated that they were male while 35% of the respondents indicated to be female. The 30% differential was however noted to be inadequate in producing any gender bias for the study on the factors affecting customs staff competence at the customs service and border control department.

4.4.2: Age of the Respondents

The study also sought to establish the age of the respondents. The results from the analysis are illustrated in the figure below as shown.

Figure 4.4: Age of the Respondents



From the analysis of findings, majority of the respondents (19, 35.19%) indicated that they were aged between the ages of 30 and 34. Closely after, were respondents (15, 27.78%) who indicated that they were aged between 40-44 years old. 22.22% of the respondents indicated that they were aged between 35 and 39 years while 9.26% of the respondents indicated that they were aged above 44 years. 3.70% of the respondents indicated that they were aged 24 and 29 years while the least response was of respondents who indicated that they were aged between 18 to 23 years. The study thus established that majority of the respondents were old enough to provide information on the factors affecting customs service and border control department.

4.4.3: Number of years worked

The study also sought to establish from the respondents the number of years worked at the customs service and border control department. The results from the analysis of findings are illustrated in the figure below as shown.

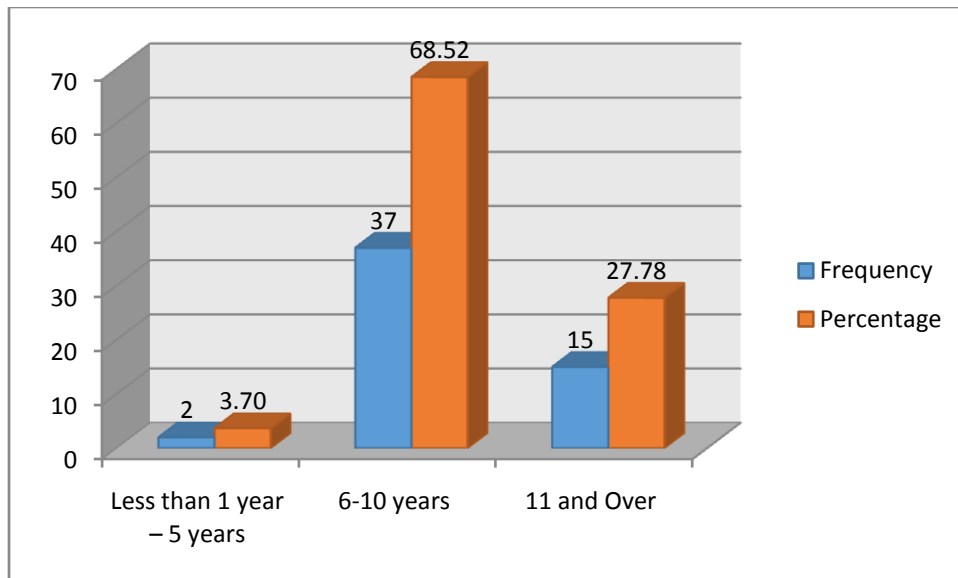


Figure 4.5: Number of years worked

From the analysis of findings, majority of the respondents (37, 68.52%) indicated that they had worked for a period of 6 to 10 years. Closely after were respondents (15, 27.78%) who indicated that they had worked for a period of 11 years and over. The least frequency (2) was of respondents who indicated that they had worked for a period of less than 1 year to 5 years. The study thus concluded that the respondents had worked long enough at the customs service and border control department to provide information on the factors affecting customs service and border control.

4.4.4: Level of Education

The study sought to establish the education level of the manager. The results from the analysis of the findings is illustrated in the in the figure 4.6 below.

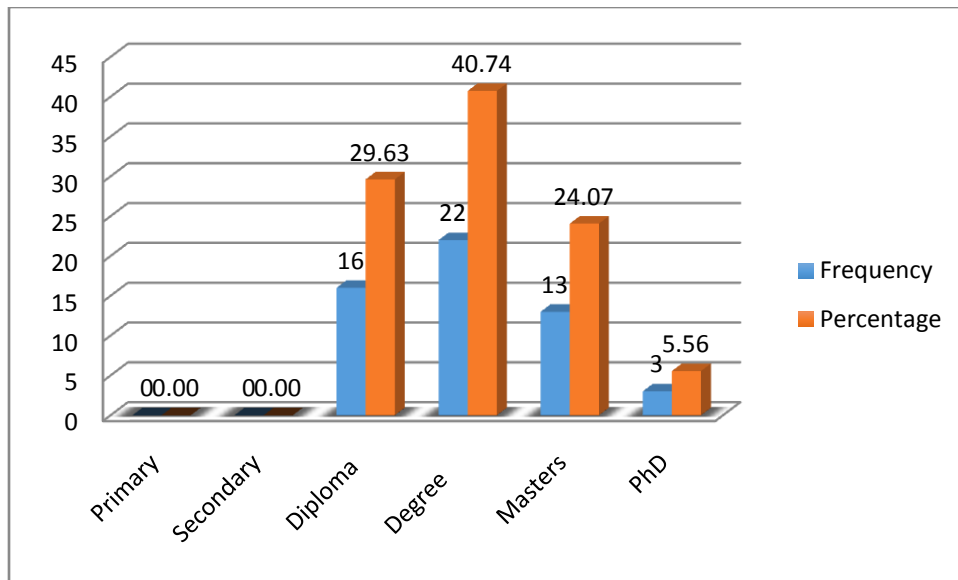


Figure 4.6: Respondents' Level of Education

From the findings it was established that 40.74% of the respondent indicated their highest level as a university degree, 29.63% of the respondent indicated their highest education level as a college Diploma while 24.07% of the respondents indicated that their highest level of education was a Master's degree. 5.56% of the respondents stated that the highest education level of education was a doctorate while none of the respondents indicated their highest level of education as primary education or secondary education.

4.5 Descriptive Statistic

The study sought to establish the factors affecting customs staff competence at the customs service and border control department. The respondents were asked to rate how they felt about different variables related to microfinance lending in a five point Likert scale. The range was from strongly agree(5) to 'strongly disagree' (1. The score of 1 represented "strongly disagree" 2 represented "disagree", 3 represented "neutral", 4 represented "agree" and five represented "strongly agree"

4.5.1: Training Programs on Staff Competence

The study sought to determine whether training programs had any influence on the competence of the staff at the customs service and border control department of KRA. The table 4.5 below shows the findings of from the respondents.

Table 4.2: Training Programs and Staff Competence

	Mean	Standard deviation
Training is one means of improving manpower utilization and thereby potentially raising competence of employees	4.401	0.932
Staff competence tend to be higher where there was access to workplace training	4.592	0.402
Portability of general skills may raise staff competence as it is easier to move to other jobs where competence is higher	4.111	0.993
If workers are mismatched in terms of skill and education requirements, this may lower their competence	3.301	1.025
Over-educated graduates have significantly lower job competence than those who were in graduate-level jobs.	3.508	0.393

From the findings in the SPSS analysis, the study asserted that training programs significantly influenced the competence of the staff at the customs service and border control department. For instance, a great number of the respondents agreed that Staff competence tend to be higher where there was access to workplace training. This was supported by the mean value calculated of 4.592. A significant number of the respondents also agreed to the statement; training is one means of improving manpower utilization and thereby potentially raising competence of employees, this was inferred from the mean value calculated in the analysis of 4.401. The standard deviation of 0.932 calculated in the SPSS indicated little variation in the responses of

the respondents. The study also established that portability of general skills may raise staff competence as it is easier to move to other jobs where competence is higher. This was noted from the mean calculated of 4.111, which indicated that most respondents agreed to the statement and the standard deviation calculated of less than 1.5 indicates that there was little variance from the mean value. A significant number of the respondents also agreed to the statement; Over-educated graduates have significantly lower job competence than those who were in graduate-level jobs, this was inferred from the mean value calculated in the analysis of 3.508. The standard deviation of 0.393 calculated in the SPSS indicated little variation in the responses of the respondents. Generally, it was evident that the working conditions of the staff had an overarching effect on their competence at the customs and border control department.

4.5.2: Management Style on Employees' Competence

The study sought to establish the influence of the management style of employees on their competence. The findings are illustrated in the table 4.4

Table 4.3: Management Style on Employees' Competence

	Mean	Standard deviation
Participative management style has a positive relation to employees' competence	4.089	0.836
Senior managers should actually embrace this kind of style to enhance the competence of their employees	4.307	0.394
Effective managers should be good diagnosticians and adopt style to meet the demands of the situation in which they operates	3.631	1.098

There is a need of managers who should not only have to lead people but also be effective in management	4.292	0.912
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Based on the responses from the respondents, it was clear that most respondents saw that the management style had an influence on the employees' competence. This inference was realized by responses of statements relating to management style and employees' competence. It was established from the analysis that most respondents strongly agreed on the statement; senior managers should actually embrace this kind of style to enhance the competence of their employees. This was established by the high mean value calculated of 4.307. The standard deviation calculated of .394 indicates that there was very little fluctuation from the mean mark. It was also established that there is a need of managers who should not only have to lead people but also be effective in management. This was seen true by the high mean value calculated in the spss analysis of 4.292. The standard deviation calculated in the analysis of 0.912 indicated little variance from the mean mark in the responses. Also noted from the analysis of the findings was that participative management style has a positive relation to employees' competence. This was noted true by the mean calculated of 4.089. Its standard deviation indicated that there was little variance for the mean and that most respondents generally strongly agreed with the statement. The management style at the customs service and border control department was thus seen to have significant influence on the growth of the small and medium enterprises.

4.5.3: Job Design and Staff Competence

The study sought to establish the effect job design on the competence of the staff at the customs service and border control department. The findings are illustrated in the table 4.3 below.

Table 4.4: Job Design and Staff Competence

	Mean	Standard deviation
Different employees had different goals to achieve in an organizational setting	4.894	.902
Nature of work of an individual is dependent on the personality of an individual, and once these needs are met, productivity would be achieved	4.246	.893
Task significance, task variety and task identity have an impact on the accomplishment of employees	4.034	.382
Job is a factor determining the competence of employees and creation of a task identity	4.096	.909

From the analysis of the descriptive statistics, it was clear that most respondents asserted that there is a significant influence of job design on the competence of staff. This was noted from the response from the analysis of findings.

For instance, it was noted that majority of the respondents indicated that different employees had different goals to achieve in an organizational setting. This was noted true by the mean calculated from the findings of 4.894. The standard deviation calculated of 0.902 indicated that majority of the respondents were of a similar opinion. Also noted was that most respondents agreed that nature of work of an individual is dependent on the personality of an individual, and once these needs are met, productivity would be achieved. This was noted true by the mean calculated on the statement of 4.246. The standard deviation calculated in the study of 0.893 indicated uniformity in the responses from the respondents. Also noted from the findings was that Task significance, task variety and task identity have an impact on the accomplishment of employees. This was seen true by the mean calculated of 4.034 and the standard deviation of

.382 which suggested that majority of the respondents were of the same opinion. It was evident from these findings that job design had an effect on the competence of the employees at the customs and border control department of KRA.

4.6 Correlation Analysis

Table 4.5: Correlation Matrix

		Training Programs	Management Styles	Job Design	Staff Competence
Training Programs	Pearson Correlation	1			
	Sig. (2-tailed)	.			
Management Styles	Pearson Correlation	0.358	1		
	Sig. (2-tailed)	0.032	.		
Job Design	Pearson Correlation	0.673	0.147	1	
	Sig. (2-tailed)	0.143	0.781	.	
Staff Competence	Pearson Correlation	0.523	0.672	0.336	1
	Sig. (2-tailed)	0.001	0.008	0.005	.
	N	54	54	54	54

The study used correlation analysis to establish the association between training programs, management styles, job design and the competence of the staff at the customs service and border control department of KRA. Two-tailed Pearson correlation (R) was used to establish the same at 95% confidence level. From the results, the R-value between training programs and staff competence was 0.523. This signifies strong and positive linear association between training programs and staff competence. Management style had a correlation value of 0.672 with the competence of staff at the customs service and border control department. This depicts a strong and linear relationship between management style and staff competence. Also noted was that job

design had a correlation value of .336 which indicated a low but significant, positive and linear relationship between job design and the competence of the staff.

4.7: Multicollinearity

Table 4.6: Collinearity Statistics

	Tolerance	VIF
Training Programs	0.409	2.445
Management Style	0.433	2.309
Job Design	0.490	2.041

Multicollinearity test was conducted to establish if the independent variables were correlated. Multicollinearity affect regression model and its lack, thereof, is a key assumption for regression. The study conducted formal detection-tolerance or the variance inflation factor (VIF) for multicollinearity. For tolerance, value less than 0.1 suggest multicollinearity while values of VIF that exceed 10 are often regarded as indicating multicollinearity. The values of tolerance were greater than 0.1 and those of VIF were less than 10. This assessment thus shows lack of multicollinearity among independent variables.

4.8 Regression Analysis

The study conducted multiple regression analysis of:

$$Y = \beta_0 + \beta_1\chi_1 + \beta_2\chi_2 + \beta_3\chi_3 + \epsilon$$

β_0 is the regression model constant; $\beta_1 - \beta_3$ are the regression coefficients. Y is staff competence at the customs service and border control department. χ_1 is the training programs, χ_2 is management style while χ_3 is job design; ϵ is the error term obtained from the F-significance from ANOVA.

Table 4.7: Model Goodness of Fit

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
0.853	0.727	0.701	0.00455456	1.989

a. Predictors: (Constant), Training programs, management style, job design

b. Dependent Variable: staff competence at the customs service and border control department

Table 4.7 above presents the regression model goodness of fit to establish if regression analysis is suited for the data. Pearson Correlation value of 0.853 was established depicting that the independent variables (training programs, management style, Job design) had a very good linear relationship with the dependent variable (Staff competence). An R-square value of 0.727 was established depicting that this relationship was very strong and the training programs, management style and Job design account for 72.7 % of the staff's competence at the customs service and border control department of KRA. A Durbin Watson test for autocorrelation value of 1.989 was established depicting no (serial) autocorrelation within the regression model residuals. Thus, the random (non-stationary) data was used in the regression analysis.

Table 4.8: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.776	3	0.592	2.655	0.001
Residual	11.150	50	0.223		
Total	11.926	53			

ANOVA analysis was conducted to determine the significance of the regression model. An F-significance value of 0.001 was established depicting that the regression model had low significance (confidence level) ($p < 0.05$).

Table 4.9: Regression Coefficient

	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	4.946	1.355		1.500 0.574
Training Programs	0.842	0.062	0.927	33.335 0.000
Management Style	0.873	0.149	1.388	3.566 0.005
Job design	0.345	0.058	0.992	2.994 0.012

a. Dependent Variable: Staff Competence

The study established the following regression model:

$$\text{Staff Competence} = 4.946 + 0.842 * \text{Training Programs} + 0.873 * \text{Management Style} + 0.345 * \text{Job Design}$$

The study established that when training programs, management style and job design are zero, staff competence would be 4.946.

The study also established that holding other factors constant, a unit increase in training programs would lead to a 0.842 unit increase in staff competence; a unit increase in management

style would yield a 0.842 unit increase in staff competence while a unit increase in the job design would result in a 0.345 increase in the staff competence at the customs service and border control department of KRA.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

The purpose of this study was to establish the factors affecting staff competence at the customs service and border control department. This chapter contains the major findings of the study, conclusions and recommendations. It also contains the limitations of the study and outlines the areas of future research.

5.2: Summary of the Findings

The study was guided by the following four objectives. The first objective of the study was to determine the effect of working conditions on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority. The study asserted that training programs significantly influenced the competence of the staff at the customs service and border control department. For instance, a great number of the respondents agreed that Staff competence tend to be higher where there was access to workplace training. A significant number of the respondents also agreed to the statement; training is one means of improving manpower utilization and thereby potentially raising competence of employees. From the correlation analysis, the R-value between training programs and staff competence was 0.523. This signifies strong and positive linear association between training programs and staff competence. Also noted from the regression coefficients was that holding other factors constant, a unit increase in training programs would lead to a 0.842 unit increase in staff competence at the customs and border control department.

The second objective of the study was to determine the effect of the job design on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority. Based on the responses from the respondents, it was clear that most respondents saw that the management style had an influence on the employees' competence. This inference was realized by responses of statements relating to management style and employees' competence. The study established that senior managers should actually embrace this kind of style to enhance the competence of their employees. This was established by the high mean value calculated of 4.307. The bivariate correlation analysis indicated that management style had a correlation value of 0.672 with the competence of staff at the customs service and border control department. This depicts a strong and linear relationship between management style and staff competence. The regression analysis indicated that while holding other factors constant, a unit increase in management style would yield a 0.842 unit increase in staff competence.

The third objective of this study was to establish effect of the job design on staff competence at the Customs Service and Border Control Department, Kenya Revenue Authority. From the descriptive statistics, majority of the respondents indicated that different employees had different goals to achieve in an organizational setting. This was noted true by the mean calculated from the findings of 4.894. The standard deviation calculated of 0.902 indicated that majority of the respondents were of a similar opinion. The correlation analysis asserted that job design had a correlation value of .336 which indicated a low but significant, positive and linear relationship between job design and the competence of the staff. From the regression, unit increase in the job design would result in a 0.345 increase in the staff competence at the customs service and border control department of KRA.

The study established that from the analysis of the descriptive and inferential statistics, all the predictor variables; training programs, management styles and job design were essential in ensuring staff competence. From the model's summary, An R-square value of 0.727 was established depicting that this relationship was very strong and the training programs, management style and Job design account for 72.7 % of the staff's competence at the customs service and border control department of KRA.

5.3: Conclusions

The study concluded that staff competence at the customs and border control department 'of KRA was influenced by training programs, management styles and the job designs. The study asserted that Training is one means of improving manpower utilization and thereby potentially raising competence of employees in an organization. The study concluded that specific skills bind the worker to the firm and may reduce satisfaction by creating a barrier to exit as workers will lose a portion of the return on such skills if they move hence leading on to the question of the matching of individual skills and levels of education with job requirements.

The study also concluded that there was an affirmative relationship between management styles and the competence of employees at the customs service and border control department of KRA. There was also an indication that participative management style had a more positive relation to employee competence compared to other styles of management. Also conclusive from the analysis was that there was a direct relationship between the job design and staff competence at the customs and border control department of KRA.

5.4: Recommendations

It is recommended that the Customs Service and Border Control Department management should take into account training programs, management style and job design in order to ensure staff competence at the customs service and border control. The Customs and Border Control Department should develop effective ways of motivating its employees such as developing training programs, creating good working environment of employees and improving the security. Customs Service and Border Control Department should ensure that human resource management policies are implemented in all branches.

5.5: Recommendations for Further Study

The study suggests the need to investigate how specific projects at C&BC have influenced staff competence of the C&BC department. Some of these projects include RECTS, ACMS, scanners etc. These projects are key milestones in the achievement of overall KRA goals and not just the C&BC department, hence the need to carry out a quantitative study on the influence of each of the projects as a variable. This study further suggests the need to investigate the influence of organization culture on staff competence of the C&BC department of KRA. Culture plays a major role in shaping the strategic direction of any organization. This calls for an investigation into the cultural practices and behaviour at the department.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: General Information

In order to ensure confidentiality do not put down your name on the questionnaire but please answer the questions as honestly and objectively as possible. Tick the following questions where it's appropriate.

1 Gender Male []

Female []

2 Age 18 – 23 []

24 – 29 []

30 – 34 []

35 - 39 []

40-44 []

Above 44 []

3 Number of years worked

Less than 1 year – 5 years []

6-10 years []

11 and Over []

4. Level of Education

Primary []

Secondary []

Diploma []

Degree []

Section B: Training Programs on Staff Competence

Please indicate the extent to which you agree with the following statements on Training Programs on Competence of the employees at the Customs Service and Border Control Department. The scale below will be applicable:

Key 1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Training Programs	1	2	3	4	5
Training is one means of improving manpower utilization and thereby potentially raising competence of employees					
Staff competence tend to be higher where there was access to workplace training					
Portability of general skills may raise staff competence as it is easier to move to other jobs where competence is higher					
If workers are mismatched in terms of skill and education requirements, this may lower their competence					
over-educated graduates have significantly lower job competence than those who were in graduate-level jobs					

Section C: Management Styles and Employees' Competence

Please indicate the extent to which you agree or disagree with the following statements on custom procedures. The scale below will be applicable:

Key 1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	5	4	3	2	1
participative management style has a positive relation to employees' competence					
senior managers should actually embrace this kind of style to enhance the competence of their employees					
Effective managers should be good diagnostician and adopt style to meet the demands of the situation in which they operates					

There is a need of managers who should not only have to lead people but also be effective in management					
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Section D: Job Design and Staff Competence

Please indicate the extent to which you agree or disagree with the following statements on job design and staff competence at the customs service and border control department. The scale below will be applicable

Key 1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	5	4	3	2	1
Different employees had different goals to achieve in an organizational setting					
Nature of work of an individual is dependent on the personality of an individual, and once these needs are met, productivity would be achieved					
Task significance, task variety and task identity have an impact on the accomplishment of employees					
Job is a factor determining the competence of employees and creation of a task identity					

Thank you for your cooperation!