Influence of Cultural Modernization on Employee Performance: A Case of Nakuru Lands Offices in Nakuru County, Kenya

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Abstract

The aim of this study was to examine how cultural modernization has influenced employees' performance at the Nakuru Lands Offices. Various modernization programs have been undertaken among Kenyan public institutions with the view of improving employee performance. In the Ministry of Lands, various modernization initiatives have been implemented while others are ongoing. This study utilized the descriptive research design and targeted 56 operations employees and 6 heads of departments (HODs) at the Nakuru Lands Offices. Data was collected using structured questionnaires from all the 56 operations employees. Data was also collected through semi-structured interviews with all the six HODs at Nakuru Land Office. Quantitative data collected using questionnaires was analyzed using descriptive and inferential statistics while the qualitative data collected through interviews was analyzed using the thematic technique. Results showed that the Nakuru Land Offices had made remarkable progress in terms of cultural modernization (score=82.9%). Pearson correlation analysis showed that cultural modernization ($r = 0.509$, $\text{sig} = .000$) has a positive and statistically significant association with employees' performance. This relationship was also supported by regression analysis results ($\beta = .537$, $\text{sig} = .007$). The study recommends that to significantly improve the level of employees' performance, the management at the Nakuru Land Office should cultivate a culture that supports employees' learning and growth and develop strategies for increasing organizational commitment among staff.

Key Terms: cultural modernization, employee performance, public sector

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Introduction

The subject of employee performance has been given significant attention in a commercial organization. This subject has also gained importance in the public sector in recent years. In the current economic environment, improving the performance and efficiency of civil servants has become more critical than ever (Sanderson, Harshak, & Blain, 2009). Various approaches for enhancing the performance of the public sector workforce have been tried and tested, including the introduction of performance appraisal schemes, creating remuneration arrangements aimed at motivating employees and implementing a training program. Some public entities strive to improve employee performance by transforming organizational structures and processes; an exercise popularly referred to as modernization.

In Kenya, the performance of public sector employees has been a significant concern to the government and citizens. The public sector workforce is strongly associated with low performance, misguided resource allocation, inefficiency, wastage and embezzlement of public funds, inflated expenditures, and poor service delivery (Kakui, & Gachunga, 2016). Various factors are attributed to the poor performance, including the assuming of the powers and responsibilities of appointing civil servants by powerful and corrupt forces. As a result, the public sector ended up with less qualified and incompetent workers with little commitment to service (Hope, 2012). The performance challenges have been at the heart of the economic development challenges experienced in the country. Introducing a new management approach is viewed as an effective remedy for these problems.

Although attempts to reform the public sectors have been since 1990, it's only in the 1990s that serious effort to transform the public sector began. Between 1993 and 1997, the Kenyan government launched and implemented the Civil Service Reform Program (CSRP) aimed at enhancing

service efficiency and productivity (Korir, Rotich & Bengat, 2015). Five broad-based changes were introduced including streamlining of the organizational structure to reflect ministerial, department functions, downsizing the workforce, introducing pay, and benefits aimed at attracting and retaining talented workers, and rationalization of training programs. Another reform program titled *Economic Recovery Strategy for Wealth and Employment Creation 2003-2007* (ERS 2003-2007) was introduced in 2003 after the election of the NARC government (Hope, 2012). The goal of ERS 2003-2007 is to strengthen governance in public institutions. In 2008, the government launched the economic blueprint called *Kenya Vision 2030*, which required a wide range of reform within the public sectors aimed at creating a motivated and well-trained public service.

The reform programs implemented in the past have not had the desired effect in all areas of public service. One area that is still damaged with performance gaps in the Ministry of Land. The Ministry of Land is responsible for ensuring equitable access, efficient administration, and sustainable management of land resources in the country. Unfortunately, the quality of workmanship in this ministry has been called to question on various occasions. The ministry has been a continuous source of problems with cases of fraud, extortion, forgery, missing information and files, and rampant cases of unprocedural land acquisition (Wangui, 2017). A study by African Woman and Child Feature Service (AWCFS) (2017) revealed that there a systematic breakdown in the administration and management of lands and lands delivery procedures throughout the country. A study by the Public Service Commission (PSC) (2017) also rated the performance at the Ministry of Land at 55.63%, which was classified as low.

Various modernization programs have been started with the view of transforming the performance of this ministry including digitization of land records, registration of public

and community land, digital mapping of land, and reengineering of processes (Musyoka, 2018). In collaboration with the Public Service Commission, the Ministry of Land also introduced a raft of measures aimed at transforming the culture and attitude of its employees. Some of these measures include performance contracting, performance appraisal, and training of staff through the Kenya School of Government (Wangui, 2017). It is not clear how these modernization initiatives have been implemented and how it has affected employee performance. This study seeks to examine how these cultural modernization initiatives have influenced the performance of employees with a specific focus on the Nakuru Land Offices.

Literature Review

Employee performance is a widely researched concept in the areas of organizational development and human resource development. This term refers to a staff's job achievements after exercising the skills and efforts associated with his or her job. According to Pradhan and Jena (2016), performance is a dynamic concept that encompasses process aspects as well as outcome aspects. From the process perspective, performance refers to whether the behaviours and actions of an employee meet expected standards. From the outcome perspective, performance is measured based on the extent to which an employee is able to deliver the expected outcomes.

Performance may also be measured from job-specific behaviour, which entails examining how well an employee executes his job duties and responsibilities (Sonnentag, & Frese, 2012). This kind of performance is known as task performance. It is concerned with the performance of tasks that are directly related to the production of goods and services. The second type of performance is contextual performance, which goes beyond the employee immediate job duties and responsibility and examines pro-social behaviours such as how well the employee is able to work

well with others and take on extra roles such as helping others solve their problems (Pradhan, & Jena, 2016). Contextual performance has an indirect impact on organizational goals and objectives.

The issue of employee performance has been widely studied but in the context of private sector organizations. Of interest to this study is employee performance in government agencies. Leisink and Steijn (2009) examined employee performance in the Dutch public sector. The study measured performance using three outcome variables, namely willingness to apply effort, commitment and perceived job performance. The study found that public sector employees in Netherland were more willing to use effort, were more committed, and had a high perception of their job performance. Leisink and Steign (2009) provide a proper perspective on how to measure the performance of employees in the public sector. They, however, do not link performance to modernization, which is the focus of the current study.

In Kenya, the PSC (2017) found that the Kenya civil service has not been able to achieve optimal performance because of the inability to create a competent human resource. PSC (2017) noted the Kenyan public services places a lot of emphasis on qualifications and credential during recruitment and selection rather than an individual's competencies. The recruitment and selection processes are also largely dependent on oral interviews rather than practical or written aspects. The PSC (2017) recommended the modernization of these practices in order to improve the performance of the public service.

Cultural Modernization and Employee Performance

Modernization is the technique of reviewing and modifying the structure and methods of a given organization (Buhlungu, 2013). It entails changing the internal architecture of the organization in order to improve the quality of product or services. According to Lushchak and

Bespalyuk (2013), modernization is a significant part of organizational development. Although the modernization process is often aimed at improving services or products, its outcome can be detrimental as this process may introduce fear and uncertainty within the organization. The modernization process is very complex, and its outcome depends on many factors, including leadership and change management strategy.

According to Anna et al (2016), organizational modernization can be grouped into three categories: administrative, political, and cultural. Administrative modernization reflects changes to organization administrative structures and practices such as remuneration practices. Political modernization refers to changes in the organization decision-making practices, while cultural modernization relates to changes in the organization value and belief systems. According to Phillips (2011), another aspect that has become an essential part of organization modernization is technology, particularly which used in the management of information. Thus, this study will focus on assessing four categories of modernization at the department of land: administrative, political, cultural, and equipment.

In the organization context, cultural modernization is the method of transforming the organization from the traditional culture to modern culture (Anna et al., 2016). It entails developing an organizational culture that supports new and creative ideas, continuous learning, individual initiative, and high levels of integrity. The term organizational culture refers to the beliefs, values, and principles that guide the behaviours of members of a given culture (Silva & Fadul, 2011). According to De Souza and Fenili (2016), organizational culture has a significant impact on the performance and sustainability of a given organization. Changing organizational culture is inevitable when an organization wants to make improvements.

Innovation is one of the cultural variables that have been identified by the NPM model as essential to the success of contemporary public service institution. Unfortunately, the study by Jolles et al. (2016) found that the level of innovation in public sector organizations was low. The study collected data from a sample of 466 public sector managers using questionnaires. Results showed that only 38% of the managers applied innovative approaches in their work. The study revealed that organization innovation could be enhanced by creating networks between the public and other institutions as well as creating learning communities. Although the study by Jolles et al. (2016) brings to light one of the essential aspects of cultural modernization (innovativeness), it does not assess the link between having an innovative culture and employees' performance.

In their study, Harrison and Baird (2015) found that some public sector organizations in Australia, particularly the local authorities, had changed their organizational culture into outcome and innovation-oriented cultures that characterize private organizations. However, other civic organizations, particularly government departments and agencies, continued to exhibit a rigid and bureaucratic culture. In Ghana, Owusu (2012) observed that there were good and poor performing public organizations. The study linked the differences in performances to organizational culture. Organizations that had flexible and open cultures were more likely to exhibit excellent performance while those with rigid and bureaucratic cultures were more likely to record poor performance. The studies by Harrison and Baird (2015) and Owusu (2012) demonstrate how cultural modernization affects the performance of public sector staff. However, these studies were conducted in other countries, and thus, findings may not reflect the situation in Kenyan public sector with respect to organizational culture and performance of employees.

Learning is one of the cultural variables that have become essential in the modern public sector. The study by Watkins, Milton, and Kurz (2014) examined the learning culture in a sample of public healthcare organizations in the United States. The study found that learning culture was positively and strongly related to the performance of employees at the individual and team levels. Several factors were found to be strongly associated with the development of a learning culture, including having systems for capturing and sharing knowledge, providing learning leadership, and providing a collective learning vision. The study by Watkin et al. (2014), highlights one of the cultural components expected of a modern public organization and how this component affects employee performance. This study, however, focused on public healthcare organizations in the United States and thus, findings may not reflect the current situation in the Kenyan ministry of lands.

In Kenya, Misigo and Moronge (2017) examined how organizational culture in the Ministry of Water and Irrigation influences the performance of employees. Organizational culture was measured in terms of corporate values, communication, mission, and reward systems. Findings revealed that organizational culture had a significant influence on employee performance. Mwau (2016) also found that organizational culture has a major impact on the performance of Employees at Kenya Power and Lighting Company. Organizational culture was measured in terms of consistency, employee involvement, adaptability, and mission. These studies (Misigo and Moronge 2017; Mwau 2016) have, however, focused on the influence of organizational culture rather than organizational culture modernization, which is the focus of the proposed study. The proposed research is interested in examining the effect of culture change rather than the impact of a static culture.

Yeganeh (2017) examined how cultural modernization influences work values and attitudes across various countries. Results showed that countries that had low cultural modernization scores were likely to display work centrality, material and extrinsic rewards systems, and workplaces that show noticeable discrimination against foreign workers and women; work values that are likely to have a negative influence on performance. In contrast, countries that had high cultural modernization scores displayed low work centrality, greater equality in the workplace, and tolerance for foreign workers; work values that are likely to have a positive influence on performance (Yeganeh, 2017). Although the study does not directly examine employee performance, it provides a reasonable explanation of how cultural modernity can promote employee performance. The findings suggest that cultural modernization is likely to have a positive influence on performance as it promotes positive work values.

Methodology

This study employed the descriptive research design and targeted 62 employees from the Ministry of Lands in Nakuru County comprising of 6 heads of departments (HOD) and 56 operations staffs. The study made use of the census approach where data was collected from all members of the population. Two data collection instruments were used namely: questionnaire for the operational staff and interview guide for the departmental heads. A pilot study was done at the Ministry of Lands Offices in Kericho County to assess the validity and reliability of the research instruments. Subjects from the pilot study were drawn from the organization. It involved 12 participants that comprised of 2 HODs and 10 operational employees. Reliability was assessed using the Cronbach alpha method with the scales measuring the two variables of the study yield alpha that were greater than 0.7.

Results and Findings

Respondents' background information was analyzed in terms of gender, age, and the highest level of education.

Figure 1: Distribution of Respondents by Gender
Source: Field Data

As shown in Figure 1, 60.7% of the 56 operational staffs were male, while 39.3% were female. On the other hand, 80% of 6 Heads of Departments were male, with the remaining 20% being female. The study also sought to establish the age of the respondents. This data is summarized in Figure 2.

Figure 2: Distribution of Operational Staff by Age Category
Source: Field Data

The largest portion (48.2%) of the operational employees was in the 40-49 years brackets. A significant segment (30.4%) was also in the 50-59 years age bracket.

Figure 3: Distribution of Heads of Departments by Age Category
Source: Field Data

The majority of the HODs were a bit older with (80%) being in the 50-59 years age bracket while the remaining 20% were in the 40-49 years age brackets. This observation is logical given that senior management positions often require individuals with lengthy work experience and thus, older staffs are more likely to get these positions. Respondents were also required to indicate the highest level of education. Results are presented in Figure 4.

Figure 4: Respondents distribution by Highest Level of Education

Employee Performance at the Nakuru Lands Offices

To examine employee performance at the Nakuru Lands Offices, respondents were given a list of statement related to performance and asked to indicate whether they were true or false. Their responses are summarized in Table 1.

Table 1: Respondents view on various aspects of Employee Performance

S/ NO	Statement	True (%)	False (%)
EP1	The speed of service delivery has significantly improved after the modernization programs	32.1	67.7
EP2	Staff at the ministry have become more committed to serving the organization and its clients after the initiation of the modernization program	100	0
EP3	I find it easy to meet my performance targets	100	0
EP4	The level of satisfaction of our clients has significantly improved in the last year	55.4	44.6
EP5	Staff at the ministry are always willing to exert effort to serve clients and meet goals	100	0
EP6	The number of customer complaints has considerably reduced in the past year.	83.9	16.1
EP7	There is effective communication among employees and between employees and clients	91.1	8.9
EP8	Staff at the ministry adhere to policies and guidelines	100	0
EP9	Staff at the ministry adheres to the organization strategic plan.	83.9	16.1

The first aspect of employee performance to be assessed was the speed of service. Respondents were asked whether the speed of service delivery at the Nakuru Land Office had improved after the initiation of the modernization program. As displayed in Table 1, the majority of the respondents (67.7%) refuted this claim. Therefore, according to the majority of the respondents, the speed of service delivery at the Nakuru land offices has not improved significantly after the initiation of the modernization program. This information was echoed by qualitative data collected during interviews with HODs. One of the interviewees, HOD1 narrated that:

The ministry has developed technology aimed at digitizing most of its services in order to improve the speed of service delivery. However, the transition to the digital systems has been hampered by various challenges, most notably litigations by land brokers and land lawyers who would like to maintain the status quo.

The second aspect of performance was the staff commitment to serving the organization and its clients. As Mostafa and Cazares (2015) observed, the level of employee commitment was an important indicator of employee performance in the Mexican public sector. In the current study, respondents were asked whether staff at the ministry had become more committed to serving the organization and its clients after the initiation of the modernization program. All the respondents (100%) agreed with this statement suggesting that the level of staff commitment had increased. These views were reinforced during the interview, where HOD4 specified that:

The commitment of employees towards the ministry and delivery of services has also increased in recent months. The employees have become more services-oriented and keen to deliver services to mwananchi.

The study Kakui and Gachunga (2016) also asserted that employee ability to meet target was a critical indicator of

employee performance at the Kenya National Cereals and Produce Board. In the current study, all respondents (100%) agreed with the assertion that it had become easier for them to meet targets. Employees' views were reinforced by the accounts provided by HOD2 during the interviews:

The introduction of performance appraisal system has enhanced accountability within the ministry. All employees are given performance targets from which their performance is evaluated at the end of each fiscal year. Most employees have increased their workmanship in order to meet these targets.

The fourth performance aspect was the level of customer satisfaction. Respondents were asked to indicate whether the level of customer satisfaction had increased over the past five years. From Table 1, the majority of the staff (55.4%) said that this was true. Therefore, it can be concluded that based on the majority's views, customers at the land offices are now more satisfied with the services offered by the institution than a year ago. However, a study by the Public Service Commission (2016), observed that there was a difference between staff and service recipients in the evaluation of satisfaction level. In this study, employees rated customer satisfaction level at their organization at 71% while service recipient rated their satisfaction level at 42.6%.

Employee performance was also examined in terms of staff willingness to exert effort. Respondents were asked to indicate whether it was true that staffs at the ministry are always willing to exert effort to serve clients and meet goals. All the respondents (100%) said that this was true. These sentiments were reverberated by HOD1, who expressed that:

The performance appraisal system has had a positive influence on employees' performance. It has given employees an incentive to work hard in order to meet performance targets.

Other aspects that were used to measure employee performance were the number of customer complaints, the effectiveness of communication, adherence to policies and guidelines, and adherence to the organization strategic plan. The majority of the respondents (83%) indicated that the number of customer complaints within the ministry had reduced. In addition, 91.1% of the respondents acknowledged that there is effective communication among employees at the Nakuru Lands Offices and between the employees and clients. Further, all employees (100%) admitted that staff at the ministry of land in Nakuru County adhere to policies and guidelines. In addition, 83.9% of the respondents affirmed that staffs at ministry comply with the organization's strategic plan. These findings suggest that as per the majority of the respondents, staffs at the ministry of lands in Nakuru County have performed well in these four areas. Employees' sentiments regarding reduction in complaints were reiterated by HOD6 during the interview, where she expressed that:

The numbers of complaints regarding missing title deeds, dubious issuances of title deeds and other irregular transactions have also declined in recent years. This shows that the ministry is making improvements in its operations.

To arrive at a concrete conclusion regarding the level of employee performance at the Nakuru Lands Office, the respondents' answers to the 9 items that were used to measure performance were combined. A "False" response was coded as 1 while a "True" response was coded as 2. This implies that the combined score for performance ranged between 9 (for individuals who said that all statements were false) and 18 (for individuals who said that all responses were correct). Results are summarized in Table 2.

Table 2: Combined Employee Performance Score

	N	Min.	Max.	Mean	S.D
Combined Performance Score	56	15	18	16.48	.809

The respondents who gave the lowest rating of employee performance gave a score of 15 while the highest was 18. The mean rating was 16.48 out of a highest possible score of 18. This value translates to an employee performance score of 91.5%. This finding is not consistent with the study by the Public Service Commission (2017), which gave the ministry of land a composite performance rating of 55.63, which was classified as low. However, the Public Service Commission study assessed the performance of the ministry as whole rather employee performance and used a different set of indicators such as good governance, diversity management, efficient use of resources, improvement in service delivery, and public participation.

Cultural Modernization at the Nakuru Lands Office

To examine the level of cultural modernization at the Ministry of Land in Nakuru County, respondents were given a list of seven statements and asked to indicate whether they are true or not. Their views are captured in Table 3.

Table 3: Respondents views on various aspects of Cultural Modernization

S/NO	Statement	True (%)	False (%)
CM1	Employees who want to introduce new ideas in the departments are supported by their coworkers and superiors	42.9	57.1
CM2	The ministry encourages staff to pursue learning and growth opportunities	10.7	89.3
CM3	Employees are always willing to	32.1	67.9

	go the extra mile to improve things at the Ministry		
CM4	High level of integrity are encouraged at the ministry	85.7	14.3
CM5	There is close collaboration between employees and departments at the ministry	100	0
CM6	There is open interaction between employees at the ministry and members of the public	89.3	10.7
CM7	There is open interaction between employees of different cultural backgrounds	100	0

The first aspect of cultural modernization to be interrogated was whether the coworkers and superiors support employees who want to introduce new ideas. As Table 3 demonstrates, the majority of the respondents (57.1%) said that this was not true. The majority of the respondents felt that the culture of the organization does not support creativity and innovation. Employees' views on this issue were reinforced by HOD4 sentiments regarding bureaucracy in the ministry:

Bureaucracy in the ministry also makes it difficult for the offices at the county level to come up with their own initiatives to address local challenges. Most ideas have to be cascaded to the leadership at the ministry headquarters, which take ages to be implemented.

The next aspect of cultural modernization that was interrogated was learning and growth. The NPM model suggests that developing organizational cultures that promote learning and change has become a vital component of success for public institutions in modern society (Watkins, Milton, and Kurz, 2014). Learning culture can only be developed when employees are given the opportunity to pursue learning and growth opportunity.

The majority of respondents (89.3%) also disputed the claim that the ministry encourages staff to pursue learning and growth opportunities. The employees' views were echoed by HOD3 response to the questions on the ministry's promotion practices:

There are serious challenges with the promotion of staff not just in the Ministry of Land but in the entire civil service. Many employees have remained in the same job position for more than 10 years. This has a negative impact on the motivation of staff. It has also discouraged employees from advancing their career through enrolling to higher education programmes.

Another aspect that was used to assess cultural modernization was employees' willingness to go the extra mile to improve things at the ministry. The majority of the respondents (67.9%) indicated that this was not the case at the Ministry of Lands. The majority of the respondents, however, affirmed the claims that a high level of integrity is encouraged at the ministry (85.7%), there is close collaboration between employees and departments of the ministry (100%), there is an open interaction between employees of the ministry and members of the public (89.3%), and that there open communication between employees of different cultural backgrounds (100%). These findings imply that the Nakuru Lands Office has excelled in terms of embracing these elements of cultural modernization. These views were also captured during the interview, where HOD1 stressed that:

The ministry has become very strict on integrity issues. We are committed to changing the negative image that has been associated with the ministry in relation to matters of integrity. Employees who engaged in corrupt practices are now subjected to severe sanctions.

HOD3 also narrated that:

The level of transparency within the ministry has also improved. The ministry has made various initiative aimed at making land services readily accessible to members of the public, including digitization of services.

HOD4 added that

The ministry has put in place numerous initiatives aimed at cleaning up the land offices and ensure that land transactions are conducted in a transparent and efficient manner. All staff at Land Offices have been instructed to wear badges bearing their full names and photo for easier identification by members of the public.

Participants' responses to the seven statements were also combined to give a general overview of the level of cultural modernization at the Nakuru Land Office. True responses were coded as 2 and "false" responses were coded as 1. Results are presented in Table 4.

Table 4: Combined Cultural Modernization Score

	N	Min.	Max.	Mean	S.D.
Combined Cultural Modernization Score	56	10	14	11.61	.867

As Table 4 reveals, the mean combined cultural modernization score was 11.61 out of a possible maximum score of 14. When converted into a percentage, this value translates to 82.9%. Therefore, the respondents noted that there is a relatively high level of cultural modernization at the Ministry of Land Nakuru.

Influence of Cultural Modernization and Employee Performance

To assess the influence of cultural modernization on employee performance, data on cultural modernization was correlated with data on employee performance. Results are presented in Table 5:

Table 5: Correlation between Cultural Modernization and Employees' Performance

		Employees' Performance Score
Cultural Modernization Score	Pearson Correlation	.509**
	Sig. (2-tailed)	.000
	N	56

The correlation between cultural modernization and employees' performance gave a coefficient of 0.509. Since the coefficient is positive, it implies that there is a positive relationship between cultural modernization and employees' performance. This implies that when the level of cultural modernization increases, the level of employees' performance also increases. The correlation analysis gave a significance value of .000. Since the value is less than 0.05, it implies that the relationship between cultural modernization and employee performance is statistically significant. Based on these findings, the study concluded that cultural modernization has a positive and statistically significant influence on employees' performance at the Nakuru Lands Office.

These findings are consistent with the study by Harrison and Baird (2015), who found that that public sector organizations in Australia particularly the local authorities that had changed their organizational culture into outcome and innovation-oriented cultures that characterize private organizations recorded better performances than those that retained a rigid and bureaucratic culture. The findings are also consistent with Owusu (2012), who observed that Ghanaian public institutions that were able to develop flexible and open cultures were more likely to exhibit excellent performance while those that remained with rigid and bureaucratic cultures were more likely to record poor performance. The results of the correlation analysis were

also confirmed by regression analysis findings presented in Table 6.

Table 6: Summary of Regression Analysis between Cultural Modernization and Performance of Employees at the Ministry of Lands

Variable		r	r ²	Constant	F	P
Dependent	Employees Performance	.514	.264	56.235	78.092*	.000
Independent	Cultural Modernization		Beta	Standardized Beta		
			.537*	.497	4.195	.007

The model comprising of cultural modernization as a predictor of employees performance had an r-square of 0.264. This implies that cultural modernization explained 26.4% of the variances in employee performance at the Nakuru Land Offices. This explanatory power is satisfactory for a model that seeks to describe a social phenomenon. The model had an F-value of 78.092 and p-value of less than 0.001, suggesting that the relationship observed between cultural modernization and employee performance was statistically significant. Cultural modernization had a beta coefficient of 0.537. Since the coefficient is positive, it implies that cultural modernization has a positive influence on employee performance. Specifically, it means that when one unit increases cultural modernization, employee performance will increase by 0.537 units. The t-test gave a p-value of less than 0.05, suggesting that cultural modernization has a statistically significant influence on employee performance even after the three other modernization variables are held constant.

Conclusions

Results led to the conclusion that cultural modernization has a positive and statistically significant influence on employees' performance at the Nakuru Land Offices. This denotes that increasing the level of cultural modernization, specifically cultivating a culture that encourages employees to introduce new ideas, pursue learning and growth opportunity, maintain high standards of integrity, and collaborate with each other, will increase the level of employees' performance. Encouraging staff to pursue learning and growth opportunities was one of the modern cultural practices that respondents said was absent at Nakuru Land Offices. Therefore, to improve employee performance at the offices and the entire ministry, the management should cultivate a culture that supports employees' learning and growth. Another modern cultural

practice that respondents said was absent at the Nakuru Land Office was employee willingness to go an extra mile to improve things at the Ministry. To improve productivity, there is a need for managers to develop strategies for increasing organizational commitment among staff. The current study was limited to the Ministry of Land Offices in Nakuru County. To enhance generalizability of findings, future studies should consider replicating the study in other land offices across the country. The study should also be replicated in other public institution to obtain a general picture regarding the status of cultural modernization in the Kenyan public sector as a whole and how it has influenced employees' performance.

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